



# THE GUIDON

2017 - 2018

THE SOUTH CAROLINA  
CORPS OF CADETS

## WELCOME TO THE CITADEL

*The Guidon* is published every year as a source of information for fourth-class cadets. Some is for your familiarization and situational awareness and other parts are required pieces of knowledge. All of it is useful and designed to help you be successful. Cadet recruits are encouraged to begin studying *The Guidon* before arriving at The Citadel.

*The Guidon* consists of three parts: general information that will help a cadet recruit become acclimated to The Citadel campus and lifestyle, required fourth-class knowledge, and practical “how to” tips on life as a knob and selected cadet tasks. The cadet chain of command will test knobs on each piece of required knowledge and record the results in the tracking log in the back of *The Guidon*. This log and the process associated with it will be one assessment tool TAC (Teach, Advise, and Coach) Officers can use as part of the developmental counseling process.

The required knowledge will be presented in manageable sizes that correspond to milestones in the fourth-classmen’s progression through the year. The milestones are broken down as follows: the end of Challenge Week, the end of Cadre Period, the end of first semester, and second semester until Recognition Day. The knowledge progresses from rudimentary information through more complex ideas, and culminates with the cadets becoming familiar with the Leadership Development Plan for The Citadel and how they will fit into that plan as upperclassmen.

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## MESSAGE FROM THE PRESIDENT



As Members of the Class of 2021, Greetings.

You are entering The Citadel at a time when the need for principled leaders is greater than ever. I commended you for accepting the academic, physical and mental challenges which make The Citadel experience unique. These challenges foster personal growth, developing your mind, body and spirit.

Your time as a cadet will be more demanding and more rewarding than you ever imagined. Your relationships with your classmates are central to your success, as they are the ones to support and encourage you. The bond formed between classmates knob year is one you will cherish for a lifetime.

A commitment to personal integrity is required, and as you practice self-respect and respect for others, you will gain the confidence associated with living an honorable life. You will learn the value of taking responsibility for your actions, and you will experience the rewards of putting service before self. Once you complete your education, you will leave The Citadel armed with the knowledge and values necessary for principled leadership.

For 175 years, The Citadel has educated and developed principled leaders for all walks of life. I encourage you to reflect on The Citadel's tradition of excellence in honor, leadership, service, and academics. Together, we build upon this rich foundation as we ensure The Citadel remains a relevant force in the 21st century.

John W. Rosa  
Lieutenant General, USAF, (Retired)  
President  
Citadel Class of 1973

## MESSAGE FROM THE PROVOST AND DEAN OF THE COLLEGE



On behalf of the academic community, I want to welcome you and congratulate you on your admission to The Citadel. As you read through the pages of *The Guidon*, you'll find the story of this great institution and the qualities of its graduates, men and women who at your age committed themselves to a college experience like no other. We seek the courageous and the honorable student who leverages a Citadel education to change the world.

Over the coming weeks, you will be challenged and have to find within yourself the personal leadership to commit to the academic experience our faculty have designed. You and I have a critical appointment that you won't want to miss. Go ahead and mark your calendar. In 1365 days we will gather at 9:00 a.m. in McAlister Field House on May 8, 2021. That's the day we'll call your name and award your degree from The Citadel.

There's lots to do between now and then, and the only way to accomplish everything is for you to have a plan. That plan will include a series of core courses to establish a strong foundation in the essential subjects that allow you to be a great connector. Citadel graduates

connect history, language, literature, science, and math to the complex problems in today's world. Coupled with character and ethics learned as principled leaders, they transfer that knowledge to today's pressing challenges and complex world. Now more than ever, Citadel graduates are needed to prosper democracy, to discover, to innovate, to enterprise, and to safeguard and protect freedom.

The powerful outcome of the broadly educated Citadel cadet who is passionate, informed, and committed to a life of service to humankind is the discovery of who they are and the reward of a meaningful life.

We have 1365 days to prepare for these moments, to prepare for this life of meaning. We don't want to waste a single day. The faculty, who have chosen to dedicate their professional lives to furthering your success, are here to ignite your passion, help you discover who you are and assist you in being successful in meeting your goals. Leverage your Citadel community to help you execute your plan. Be invested in each others' success and stay focused on your academic journey. In this work, you'll discover the personal leadership to enrich your entire life. So we have a meeting four years from now, May 8, 2021. There's a ring we want you to wear and a new life ahead rich with what that ring symbolizes.

Dr. Connie L. Book  
Brigadier General, SCM  
Provost and Dean of the College

## MESSAGE FROM THE COMMANDANT



Congratulations on your choice to attend The Citadel and become a member of the Class of 2021. You have chosen to attend an institution that has a long and illustrious history, one with a reputation for producing principled leaders that serve our great nation in all walks of life. Your decision to attend The Citadel and become a member of the prestigious Corps of Cadets demonstrates that you have the desire to take on a challenge that will forever set you apart from others, no matter what you do throughout life. This challenge will not be easy, and will require you to be disciplined, dedicated, and committed to achieving excellence in all you do as a member of the Corps of Cadets.

The foundation of The Citadel is one built on honor, duty, and respect. This foundation is the core of The Citadel experience and one that you will live daily, not only in your four years at The Citadel, but throughout the rest of your life. Cadet life is demanding and you will be challenged academically, physically, and emotionally on a daily basis. The faculty, staff and cadet leadership will help lead, teach and guide you and your classmates through your Citadel experience and will give you the tools necessary to succeed. It will be up to you, however, to constantly apply yourself to the best of your ability in



order to achieve the necessary balance to excel in all four pillars of The Citadel experience: character, academics, military, and fitness. Throughout your Citadel experience, you will be expected to not only meet the standards in all four pillars, but to push yourself and exceed them.

Daily cadet life is governed by the rules and regulations of the institution, and you will be responsible for knowing, understanding, and following them. You will be expected to always act responsibly and will be held accountable for your actions as a member of the Corps of Cadets. As a Fourth-Class cadet, your leadership foundation will be established through the Fourth-Class System which is designed to prepare you to become a leader in the Corps of Cadets. Over a four year period, you and your classmates will develop into the principled leaders expected of Citadel graduates. You will earn the right to wear the Citadel ring, the “band of gold” that symbolizes your courage and commitment to travel a path few choose and become a member of the “Long Gray Line.”

Again, congratulations on your decision to attend The Citadel and I wish you all the best.

E.F. Paluso  
Captain, U.S. Navy (Retired)  
Commandant of Cadets  
Citadel Class of 1989

## MESSAGE FROM THE REGIMENTAL COMMANDER



I would like to sincerely congratulate each one of you for accepting the challenge of becoming a member of the South Carolina Corps of Cadets (SCCC) and carrying on the legacy of the Long Grey Line. You have taken a crucial first step towards preparing yourself for a successful military or civilian career. The remainder of your steps throughout your cadet career will not come easy. You must seize the opportunities that are afforded to you by this institution. Your job is to decide which

choices you will make, and which opportunities you will take advantage of. In order for you to maximize your experience at The Citadel, you must put forth your best effort in everything you do. Never think that simply becoming a cadet will allow you to reap the benefits of a valuable Citadel education without putting forth dedication.

Throughout your freshmen year, you will experience and understand the true value of personal relationships and bonding with your classmates. Some days, you will not find the motivation to do everything you are called to do. Peer support will allow you to be better than you thought you ever could be. In order to be an effective leader, you must have the perspective and experience of someone who has been at the bottom. These days will make you truly appreciate some of the things you never realized were taken for granted.

Knob year will be unlike anything you have ever experienced. Some days may make you wish you never matriculated, but through the support of your peers you will persevere through the hardship and develop a deep appreciation for resiliency. You will realize the immense sense of pride that flows through each Citadel cadet and alumni. Sometimes only deep reflection will allow you to see the beauty of your difficult experience, but at the end of the day you will be extremely grateful and proud of the institution you chose to attend.

Citadel men and women, from military officers to doctors, lawyers, politicians and public servants, were in your shoes when

they first matriculated. Just like yours, their eyes were bright with dreams of earning the Band of Gold and pursuing their passion upon graduation. They accepted The Citadel challenge with open arms. Throughout their experience, their attitudes were not always perfect. They had ups and downs but emerged as Citadel leaders who could wear the ring with pride that comes with the resiliency of sticking to a dream even when it seems impossible. On these days, which we all have, all I ask of you is to reflect on your motivation for choosing to come to The Citadel. We all have different stories, but somewhere deep in your heart there is a source of motivation that will keep you going even through the toughest of days. It is this motivation that will push you beyond your known limits, where you will realize that your potential is limitless and that your mind will allow you to reach beyond your current self. You are the future of this institution and our great country, and it is up to you to continue strengthening and improving our legacy.

Believe in yourself. All in all, take pride in your studies. Your academics will allow you to pursue additional education or exhibit expertise upon graduation. Go above and beyond your military duties. Assume responsibilities, help others, lead your classmates, and opportunities will come knocking at your door. Prioritize fitness. Fitness is the all-encompassing factor that allows leaders to remain self-confident, reflect upon successes and failures, and garner the respect and admiration of others. Finally, and most importantly, stay true to your character. The Citadel experience will offer a true challenge of your morality, but remain ethical in all you do. Never compromise your integrity, and work harder than you think you can. Do not be afraid of pressure. Pressure makes diamonds, and you must embrace the challenges with a positive mentality. Together, these ideas will allow you to emerge as a Citadel alumnus who will graduate with the confidence and experience necessary to make a huge impact in this world. Good luck with everything you do. It is your time to create a legacy. You are the future of the SCCC. Congratulations, and I look forward to working with you and seeing each of you progress this year.

Cadet Colonel G. Dillon Graham  
Regimental Commander, SCCC

# **I. VISION, CORE VALUES, AND MISSION**

## **THE STATEMENT OF VISION**

### **ACHIEVING EXCELLENCE IN THE EDUCATION AND DEVELOPMENT OF PRINCIPLED LEADERS.**

## **CORE VALUES**

### **Honor**

First and foremost, honor includes adherence to the Honor Code of The Citadel. A cadet “will not lie, cheat or steal, nor tolerate those who do.” The commitment to honor extends beyond the gates of The Citadel and is a life-long obligation to moral and ethical behavior. In addition, honor includes integrity; “doing the right thing when no one is watching.” Finally, honorable behavior includes exercising the moral courage to “do the right thing when everyone is watching.” The Honor Code is the foundation of our academic enterprise

### **Duty**

First and foremost duty means to accept and accomplish the responsibilities assigned to me. At The Citadel, my primary duty is to perform academically and then to perform as a member of the Corps of Cadets and the campus community. I accept the consequences associated with my performance and actions. Once I have held myself accountable for my actions, then I will hold

others accountable for their actions. Finally, duty means that others can depend on me to complete my assignments and to assist them with their assignments. Duty is also a call to serve others before self

## **Respect**

First and foremost respect means to treat other people with dignity and worth – the way you want others to treat you. Respect for others eliminates any form of prejudice, discrimination, or harassment (including but not limited to rank, position, age, race, color, gender, sexual orientation, national origin, religion, physical attributes, etc.). In addition, respect for others means to respect the positions of those in authority which include faculty, staff, administrators, active duty personnel and the leadership of the Corps of Cadets. Finally, respect includes a healthy respect for one's self.

## **MISSION**

As a higher education institution, The Citadel's mission is to educate and develop our students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment. A unique feature of this environment for the SCCC is the sense of camaraderie produced through teamwork and service to others while following a military lifestyle.

The Citadel strives to produce graduates who have insight into issues, ideas, and values that are of

importance to society. It is equally important that Citadel graduates are capable of both critical and creative thinking, have effective communication skills, can apply abstract concepts to concrete situations, and possess the methodological skills needed to gather and analyze information.

Throughout its history, The Citadel's primary purpose has been to educate undergraduates as members of the SCCC and prepare them for post-graduate positions of leadership through academic programs of recognized excellence supported by the best features of a military environment. The cadet lifestyle provides a structured environment that supports growth and development of each student's intellect, discipline, physical fitness, and moral and ethical values. The four pillars which define "The Citadel experience for cadets consist of these four developmental dimensions.

A complementary purpose of The Citadel, realized through The Citadel Graduate College, is to provide the citizens of the Low Country and the State of South Carolina opportunities for professional development by offering a broad range of educational programs of recognized excellence at both the graduate and undergraduate levels. These programs are designed to accommodate the needs of non-traditional students seeking traditional and demanding academic challenges

## **PRINCIPLED LEADERSHIP**

Principled leadership is influencing others to accomplish organizational goals while adhering to the organization's core values.

## **KEY BEHAVIORS OF PRINCIPLED LEADERS**

### **1. Empowering others for action and decision-making.**

Enabling and encouraging the personal development of others, believing in the inherent value of each individual, and giving authority and power to make decisions.

### **2. Holding team members accountable for results.**

Holding others accountable for performance and outcomes within their control, ensuring they know what is expected.

### **3. Putting team members first.**

Serving others by giving support and priority to the interest of others and by giving them credit for achievements.

### **4. Keeping a balanced view of one's own importance.**

Viewing one's own strengths and weaknesses in a balanced perspective that recognizes the abilities of others and invites their contributions; demonstrating humility.

### **5. Staying authentic to one's real self.**

Staying open and truthful with others by acting consistently with who one is as a person; demonstrating authenticity by accurately representing one's true intention, and commitments; not behaving inconsistently, that is, according to a role or position.

## **6. Acting and speaking with courage.**

Engaging challenging situations proactively and strongly by relying on values and convictions. Taking risks that are reasonable in view of potential benefits, particularly for innovation and creativity.

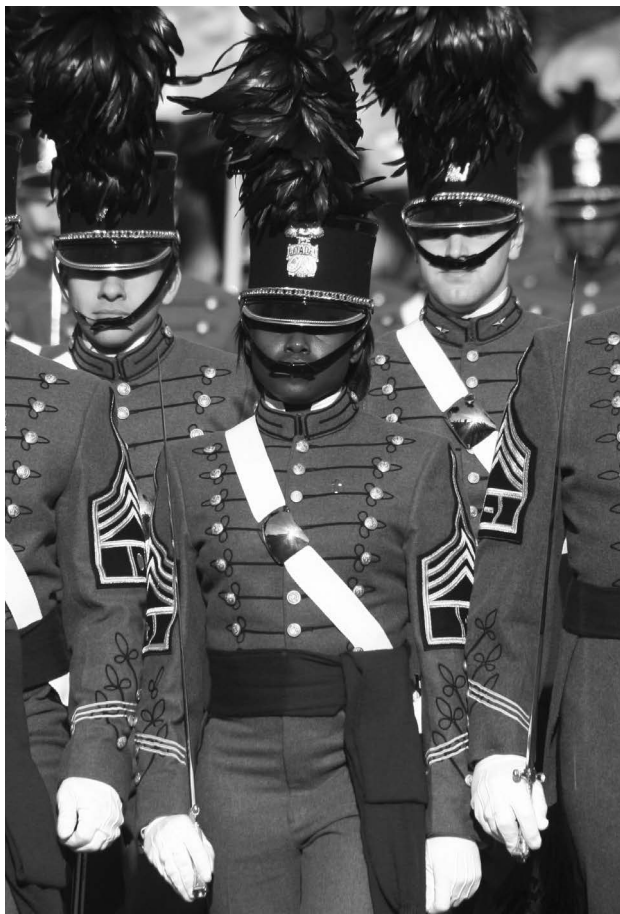
## **7. Creating trust that permits others to make and learn from mistakes.**

Creating an environment of trust and freedom in which others can make and learn from mistakes. Accepting and understanding others, to build trust and healthy interpersonal relationships, and to bring out best efforts of others; making reasonable efforts to avoid rejecting or punishing others; not trying to get even.

## **8. Developing people and resources.**

Taking responsibility for the value of people and resources; stewarding them in the common interest versus using them in one's self-interest.





## II. THE CADET SYSTEM

The Citadel System matures, refines, trains, and schools the totality of one's character. This finely balanced process is called the "whole person" concept. During four years as a cadet you will be developed academically, physically, militarily, morally, and ethically through a process more completely described in *A Guide for the Cadet Leader Development Program* (LDP). This guide is available on the website for the Krause Center for Leadership & Ethics. The fourth-class system is part of the "prepare" stage in this process.

### PRINCIPLED LEADER DEVELOPMENT



## THE CITADEL EXPERIENCE

## **THE *BLUE BOOK*, THE *WHITE BOOK*, AND OTHER REFERENCES**

The Regulations of The Citadel are contained in two books located on the college website under “Office of the Commandant.” The *Blue Book* and the *White Book* can be found under “Cadet Regulations.” An introduction, overview, and certification test of each book will be given to all Cadet Recruits during the Fourth-Class Training and Orientation Week. The *Blue Book* covers the rules of cadet behavior. The *White Book* details Cadet Basic Skills, Cadet Operational Procedures, and various Cadet Programs. All cadets are expected to know how to access these references. It would be beneficial for all incoming freshmen to review these publications prior to their arrival.

Also available on the “Office of The Commandant” website under “Leadership Programs” section is the *Citadel Training Manual* (CTM) which describes the five-step process used by The Citadel to provide a practical guide to the exercises of principled leadership.

## **POLICY ON SEXUAL HARASSMENT**

All students and employees are entitled to a positive learning and working environment free from any type of harassment. The Citadel’s administration has a zero tolerance for any form of sexual harassment or sexual misconduct. In severe instances, cadets may be expelled and employees may have their employment terminated.

## **SEXUAL HARASSMENT DEFINED**

Sexual harassment is unwanted spoken, written, visual, and/or physical sexual attention. It usually is repeated behavior but it could be one serious incident. It frequently is a display of power intended to demean, embarrass, intimidate, and/or coerce a person, male or female.

Sexual harassment includes, but is not limited to:

- Unwanted requests or demands for sexual favors
- Sexual propositions
- Comments about a person's sexual practices
- Lewd comments and/or sexual insults or innuendo
- Sexually explicit jokes
- Sexually demeaning words or names targeting a specific gender (i.e., calling people body part names or calling women derogatory names)
- Leering
- Unwanted touching, fondling, patting, pinching, or kissing
- Blocking a person's way
- Sexual graffiti
- Sexually explicit pictures and/or cartoons
- Sexually explicit notes or letters

Behaviors and language such as those described above may be harassing when viewed and/or heard by others, even if they are not the intended targets (e.g.


sexually explicit photos/video displayed on a computer screen). Although individuals from both genders are sexually harassed, women are most commonly targeted. Sexual harassment also can occur between members of the same gender.

## **OTHER TYPES OF DISCRIMINATION OR HARASSMENT**

The Citadel expressly forbids discrimination by or toward any person hired by, affiliated with, or a student at the college because of race, color, religion, gender, sexual orientation, or national origin. This includes peer-on-peer harassment. Details on reporting cases of discrimination or harassment can be found in the *Blue Book* and in the “Policies and Procedures” page of the Human Resources website. Cadets should contact the Director of Cadet Advocacy, Response, and Education (CARE) for issues involving sexual harassment or discrimination.

## **TOBACCO FREE CAMPUS**

The Citadel is a tobacco free campus. Tobacco use in all forms is prohibited in all facilities, buildings and areas owned and operated by The Citadel. The policy applies to all employees, cadets, students, university affiliates, contractors and visitors. Information about cadet discipline for violation of the policy can be found online in the *Blue Book*. For additional information on the policy, please visit the Tobacco Free Campus Website at: <http://www.citadel.edu/root/tobacco-free-campus> or contact the Director of the Campus Alcohol & Drug Information Center (CADIC).



“I shall be telling this  
with a sigh  
Somewhere ages  
and ages hence:  
Two roads diverged  
in a wood, and I—  
I took the one  
less traveled by,  
And that has made  
all the difference.”

Robert Frost

### **III. COLLEGE ORGANIZATION**

#### **BOARD OF VISITORS**

The Board of Visitors (BOV), the college's governing body, is composed of eleven graduates of the college: seven elected by joint vote of the South Carolina General Assembly, three elected by alumni through The Citadel Alumni Association and one appointed by the governor. All members serve six-year terms. Additional information regarding the BOV is available online at [citadel.edu/bov](http://citadel.edu/bov).

#### **EXECUTIVE STAFF**

The executive staff is led by the president and is composed of the vice presidents of the college. Further information regarding the executive staff can be found online at [citadel.edu/admin](http://citadel.edu/admin).

#### **TAC OFFICERS AND NCOs**

TAC Officers and NCOs (Non Commissioned Officers) serve as representatives of the Commandant and maintain offices in the barracks. Their primary mission is to Teach, Advise, and Coach cadets as they develop as principled leaders, but they also perform a series of other functions to connect cadets to the resources they need to be successful. The TACs are identified on the Commandant's tab under Info on The Citadel's webpage.

## **ACADEMIC DEPARTMENT HEADS**

The Academic Department Heads are responsible for the execution of the curriculum. Further information regarding the Department Heads and their faculty can be found on the Academic tab of The Citadel's webpage.

Included in academic departments are the three Reserve Officers' Training Corps (ROTC) departments which offer basic military and officer training. Please note that while cadets must successfully complete a course in one of the three ROTC programs or a designated fulfillment course each semester, they are not required to serve in the military following graduation. Each of the ROTC departments is led by an active duty officer. Additional information on department heads can be found under the Academics tab by selecting on Corps of Cadets.



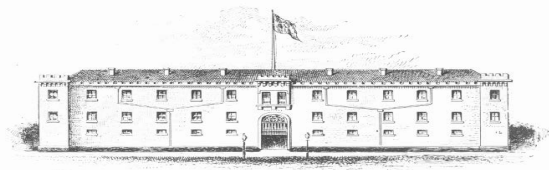


## IV. HISTORY OF THE CITADEL

### EARLY YEARS

The Citadel has a long history of preparing its graduates to serve their country, both in civil and military pursuits. The idea of “citizen-soldiers,” trained to take up arms for their country in time of conflict but prepared to serve with integrity and discipline in all walks of life, has been central to its mission from its early years.

In December of 1822, following the discovery of a slave revolt planned by Denmark Vesey, the South Carolina state legislature passed “An Act to Establish a Competent Force as a Municipal Guard for the Protection of the City of Charleston and Vicinity.” The original Citadel, intended to serve as an arsenal and guardhouse, was constructed near the site of Charleston’s Revolutionary War fortifications. Located just north of Calhoun Street, it stood in a neighborhood of free blacks, working-class whites, and slaves, where it provided a visible reminder of city authority. It was initially intended to house a municipal guard, but was instead guarded first



CITADEL ACADEMY, 1850.

by United States troops and then, during and after the Nullification Crisis in the early 1830s, by local troops.

In 1833, the legislature voted to consolidate arms and munitions at two locations, The Citadel in Charleston and the Arsenal in Columbia. In 1842, they voted to replace the local guard with students. Half of the students would pay tuition; the other half would be “beneficiary cadets,” young men selected from among the poorer residents of each county, whose tuition would be paid by the state. Importantly, all cadets took the same classes and performed the same duties, while uniforms erased social distinctions and rank was based on merit alone. The inclusion of cadets from all counties helped unify the state politically, while the spaces available to beneficiary cadets made The Citadel one of the only places in the state where the sons of poorer citizens could gain a college education.

In their curriculum and military training the schools were modeled on the United States Military Academy at West Point, Norwich (University), and the Virginia Military Institute.

The first classes were taught in 1843. Two years later The Citadel and Arsenal were combined, so that fourth-class cadets (freshmen) attended classes at the Arsenal, then transferred to The Citadel for their remaining three years. From the beginning, The Citadel was known for its high academic standards. Cadets were required to take courses in history, literature, logic, French, moral philosophy, and elocution, a liberal arts education that would prepare them to serve as leaders in public life.

Many entered careers in law, medicine, and education. They also studied the practical sciences, including chemistry, physics, civil and military engineering, mathematics, astronomy, geology, and surveying. Among the school's early alumni, E. L. Heriot, Class of 1847, conducted the first railroad survey west and south of the Rio Grande River, while T. J. Arnold, Class of 1852, designed the harbor and wharves of San Francisco and Oakland, California.

Students also studied infantry and artillery tactics, and helped train the state's Palmetto Regiment for service in the Mexican-American War.

## **THE CIVIL WAR AND RECONSTRUCTION**

When South Carolina seceded from the Union in December 1860, federal troops were moved from Fort Moultrie to Fort Sumter. To protect the entrance to Charleston Harbor, the Governor of South Carolina ordered a fortification to be constructed on Morris Island. On January 9, 1861, Citadel cadets who were stationed on Morris Island fired on a U.S. steamer, the *Star of the West*, which had been sent to re-supply Fort Sumter.

On January 28, 1861, the Corps of Cadets were incorporated into the military organization of the state as The Battalion of State Cadets. The cadets took part in eight engagements in defense of Charleston and South Carolina. In recognition of their service, the Office of the

South Carolina Adjutant General authorized The Citadel to carry the following battle and campaign streamers:

Star of the West, January 9, 1861

Wappoo Cut, November 1861

James Island, June 1862

Charleston and Vicinity, July to October 1863

James Island, June 1864

Tulifinny, December 1864

James Island, December 1864 to February 1865

Williamston, May 1865

The college remained in operation throughout much of the war, and cadets were eligible for commissions in the state's military upon graduation. Of the 224 graduates living at the time of the Civil War, 209 entered the



Confederate service. Four graduates achieved the rank of Brigadier General: Johnson Hagood, Ellison Capers, Evander Law and Micah Jenkins. Citadel graduates were involved in the major battles of the war, including Fort Sumter, First Manassas, Shiloh, Vicksburg, Antietam, Chancellorsville, Gettysburg, Atlanta, and Petersburg.

The Arsenal Academy burned during the fall of Columbia in 1865 and never reopened. The Citadel was occupied by federal troops when Union forces entered Charleston in early 1865. After the end of Reconstruction Citadel alumni, who had organized the Association of Graduates in 1852, pressured the legislature to reopen the school. Although many legislators questioned the need for a state-supported military college in the absence of munitions to guard, the support of alumni and the Washington Light Infantry, as well as the school's renewed commitment to educating beneficiary cadets, ultimately saved the institution. It reopened in 1882.

## **MILITARY SERVICE**

Citadel alumni have served in all major military actions in which the United States has been involved since the late nineteenth century. Seventeen graduates served with volunteer regiments and five alumni served with the Regular Army in the Spanish-American War in 1898. The National Defense Act of 1916 began the formation of Reserve Officers Training Corps in U.S. colleges and offered the opportunity for recent graduates to enter the Regular Army. 315 Citadel graduates served in World War I; of the class of 1917, all 33 entered military service.

During World War II, The Citadel had the distinction of having the highest percentage of its students enter the military service of any college, with the exception of the service academies. Of 2,976 living graduates in 1946, 2,927 had served their country. Before the end of the war, 279 Citadel men had given their lives. Citadel graduates participated in all major campaigns of World War II, from Pearl Harbor through the major engagements in the European, North African, and Pacific Theaters, and at sea. A number of Citadel graduates fought in the Philippines and endured the Bataan Death March. The Citadel also provided wartime training to over 10,000 men under a contract with the War Department.

In the Korean War, roughly 1500 alumni were on active duty, and 31 graduates were killed in action. Sixty-five Citadel men gave their lives in Vietnam, and several graduates were prisoners of war in North Vietnam. Graduates also displayed their valor in the liberation of Grenada and peacekeeping operations in Beirut, Lebanon, and in the Balkans. During the Persian Gulf War 22 cadets served with Reserve and National Guard units; alumni served in both the Active and Reserve components of the Armed Forces. Citadel alumni, veteran students, and current cadets assigned to activated Reserve and National Guard units have served in both Afghanistan and Iraq. At the time of this printing 18 Citadel graduates have given their lives for their country in the ongoing War on Terror.

## CITADEL EXPANSION

The Corps of Cadets has grown from 43 students enrolled at the Arsenal and Citadel in 1843 to 2,174 in 2017. With 39 percent of the Corps now coming from out of state, and a student body that represents 27 different countries, the college draws students from a wide range of backgrounds and experiences.

The Citadel has attracted international students since the 1920s, when Chinese students entered as cadets, sponsored by the Boxer Indemnity Fund. Most went on to serve in the Chinese Army, several achieving the rank of Brigadier General. The Chinese cadets were followed by groups of students from Thailand in the 1960s, Iran in the 1970s, and Jordan in the 1970s and 1980s. Connections forged during international students' college years could grow into lifelong bridges: Charles G. Huie later returned to the U.S. to conduct research as an engineer with the U.S. Army; Andrew Chinn became a business owner in the U.S.

The first African-American cadet, Charles D. Foster, entered the Citadel in 1966, three years after South Carolina began integrating its public colleges and universities. He graduated in 1970, followed by Joseph Shine in 1971; six African-American students graduated in 1973. African-American students were often targeted with racial slurs and threats of racial violence. At the same time, the unique culture of the Corps of Cadets, and particularly the shared experience of the fourth-class system, helped promote integration across racial lines. Today, black and African-American students make up 8.9% of the Corps of Cadets, and 22.9% of the Corps are minorities.



Women began attending The Citadel in 1949 as part of the summer school program, and were admitted to evening classes in 1966. In 1995, Shannon Faulkner, through court orders, became the first woman to matriculate into the Corps of Cadets. She resigned a few days later, but the next year, following a United States Supreme Court ruling on a similar case involving the Virginia Military Institute, The Citadel Board of Visitors voted to revoke the male-only admissions policy of the Corps of Cadets.

In August of 1996, four females matriculated with the class of 2000. Two of these resigned amid allegations of hazing and harassment. The lawsuits and negative publicity associated with this incident marked a difficult time for the reputation and image of The Citadel and its alumni. Nancy Mace received her degree three years later, becoming the first female graduate of the Corps of Cadets. She was followed by Petra Lovetinska, who became the first female cadet to receive a commission in the U.S. Armed Forces. Today, women make up 7.6% of the Corps of Cadets. Women and minorities are an integral part of the Corps, many occupying key positions in the cadet chain-of-command, varsity athletics, and campus organizations. They also form an important part of The Citadel's strong alumni network and have served on The Citadel Board of Visitors.

Veteran students, too, have become important contributors to The Citadel's academic life. Veterans were first admitted as civilian students under the GI Bill at the end of World War II; the current veterans program was established in 2007 and 68 veterans are currently enrolled as day students.

In 1968, The Citadel began granting graduate degrees through an evening program. The program grew until 1994, when the Citadel Board of Visitors approved the foundation of the College of Graduate and Professional Studies (now known as the Citadel Graduate College, or CGC). A coeducational institution from its conception, the CGC is now a mainstay of The Citadel's academic environment, offering 26 graduate degree programs and 24 graduate certificate programs.

The Citadel's growth has led to the need for an ever-larger physical campus. By the end of World War I, the school had outgrown its location on Marion Square and the City of Charleston donated land, previously the site of the South Carolina Interstate and West Indian Exposition, for a new campus. The current campus opened in 1922 with Padgett-Thomas Barracks, an infirmary, two wings of Bond Hall, and other auxiliary buildings. State- and federally funded building projects during the Depression included Summerall Chapel and the distinctive Works Progress Administration faculty houses. The college continues to expand as it serves a growing student body.

## LEADING THE COMMUNITY AND THE WORLD

In addition to a long history of military service, the school's citizen-soldier ideal prepares graduates for service and leadership in civil capacities. Alumni have gone on to pursue distinguished careers in areas including law, politics, medicine, engineering, education, business, and law enforcement. Ernest F. Hollings, Class of 1942, served as South Carolina Governor and United States Senator. Joseph P. Riley, Jr., Class of 1964, served ten consecutive terms as mayor of Charleston, overseeing a number of ambitious development projects. Alvah H. Chapman, Class of 1942, headed the influential Knight Ridder newspaper chain, while author Pat Conroy graduated in the Class of 1967. The Citadel and its graduates have also been active in world affairs. In addition to serving as Governor of South Carolina, John C. West, Class of 1942, served as U.S. Ambassador to Saudi Arabia, while Langhorne A. Motley, Class of 1960, served as U.S. Ambassador to Brazil and as Assistant Secretary of State for Latin American Affairs.

Today's Citadel builds on this distinguished legacy, preparing students to lead with integrity in an increasingly interconnected world. Through a growing study abroad program, students develop language skills and gain experience working with a range of cultures and countries. The current honor system, re-instituted in 1955, enshrines the integrity of students and alumni as a cornerstone of The Citadel's values. During their academic careers and beyond, Citadel men and women put into practice the core values and principles of the institution.

## **SUPERINTENDENTS/PRESIDENTS OF THE CITADEL**

Major Richard W. Colcock, USA, 1844-1852

Major Francis W. Capers, CSA, 1852-1859

Major Peter F. Stevens, CSA, 1859-1861

Major James B. White, CSA, 1861-1865

Colonel John P. Thomas, CSA, Class of 1851, 1882-1885

Brigadier General George D. Johnson, CSA, 1885-1890

Colonel Asbury Coward, CSA, Class of 1854, 1890-1908

Colonel Oliver J. Bond, SCM, Class of 1886, 1908-1931

General Charles P. Summerall, USA, Ret. 1931-1953

General Mark W. Clark, USA, Ret. 1954-1965

General Hugh P. Harris, USA, Ret. 1965-1970

Major General James W. Duckett, SCM, Class of 1932, 1970-1974

Lieutenant General George M. Seignious II, USA, Ret., Class of 1942, 1974-1979

Vice Admiral James B. Stockdale, USN, Ret. 1979-1980

Major General James A. Grimsley, Jr., USA, Ret., Class of 1942, 1980-1989

Lieutenant General Claudius E. Watts III, USAF, Ret., Class of 1958, 1989-1996

Major General John S. Grinalds, USMC, Ret., 1997-2005

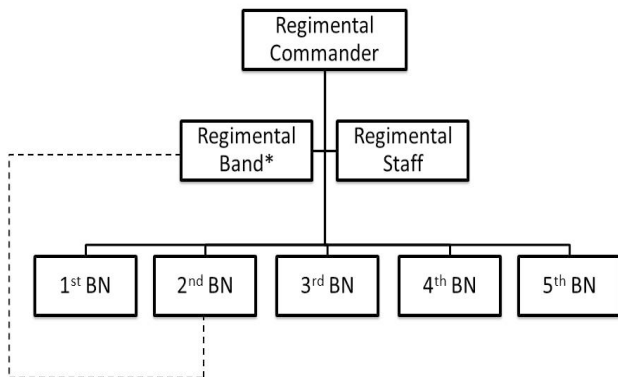
Lieutenant General John W. Rosa, USAF, Ret., Class of 1973, 2006-present

## **V. THE CORPS OF CADETS**

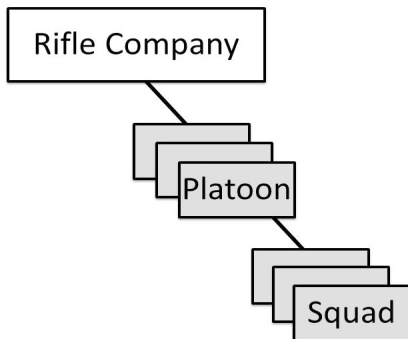
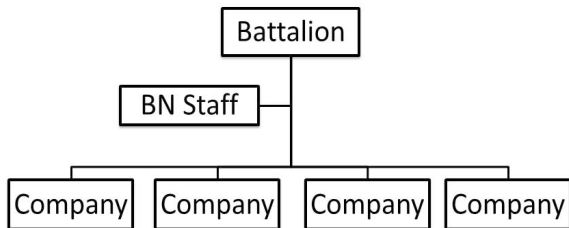
### **ORGANIZATION OF THE CORPS OF CADETS**

The SCCC constitutes a regiment (REGT). It is commanded by a Cadet Colonel with the direct supervision and advice of the Commandant and the TACs. Under the Cadet Colonel's control are the Regimental Band, and five battalions (BN). Each battalion is, in turn, commanded by a Cadet Lieutenant Colonel who is in charge of one of the five barracks in which the cadets are billeted. The Companies (CO) housed in each battalion are commanded by a Cadet Captain. The Company is the basic administrative unit to which the new cadet will be assigned. Each Company is divided into three platoons, each one under the supervision of a Cadet Second Lieutenant. The platoons are further subdivided into three squads headed by a Cadet Sergeant. The squads are the smallest units within the Corps.

## CORPS ORGANIZATION



\*Although operationally a regimental asset, The Regimental Band is administratively assigned to 2nd Battalion.



## THE UNIFORM

The Citadel uniform is symbolic of an institution that has maintained an enviable standing in the military and scholastic circles around the nation. Fourth-class cadets will immediately be taught that it is a privilege to wear the uniform and that it *must* be worn properly at all times.

Badges, ribbons, and medals are awarded to cadets of The Citadel as symbols of acknowledgment for individual or unit achievement. Badges and medals are worn on the full dress uniform. Ribbons and badges are worn on the dress, or summer leave uniforms. For a complete list of uniforms, badges, ribbons, and medals and their proper positions on uniforms, see chapter 7 of the *White Book*.





























## CADET RANK INSIGNIA











**NOTE:** The collar insignia is worn on the right collar of the duty uniform. A cadet rank patch will be worn on the rank tab centered on the ACU blouse. RG Staff insignia is worn on both collars. BN Staff rank is worn on the sleeve of both the dress and full dress uniform.











**ADDITIONAL NOTES:** Fourth Class Cadets are required to know all rank insignias and must know by name their own chain of command, e.g. only their Squad Corporal, Squad Leader, Platoon Sergeant, Platoon Leader, First Sergeant, Supply Sergeant, CO Executive Officer (XO), CO Commander (CDR), BN Command Sergeant Major (CSM), BN XO, BN CDR, REGT Command Sergeant Major (RCSM), REGT XO, and REGT CDR.









Collar Rank	Sleeve Rank	Rank Title/ (FILL IN) Chain of Command
		<p style="text-align: center;"><b>COLONEL</b></p> <p>REGT COMMANDER: _____</p>
		<p style="text-align: center;"><b>LIEUTENANT COLONEL</b></p> <p>REGT XO: _____</p> <p>BN CDR: _____</p> <p>HONOR CHAIRMAN: _____</p> <p>REGT ACADEMIC OFFICER: _____</p>
		<p style="text-align: center;"><b>MAJOR</b></p> <p>BN XO: _____</p> <p>BAND CDR: _____</p>









		<b>MAJOR</b> REGT ADJUTANT (S-3): _____
		<b>MAJOR</b> REGT PROVOST MARSHAL/SAFETY: _____
		<b>MAJOR</b> REGT OPERATIONS (S-3): _____
		<b>MAJOR</b> REGT SUPPLY (S-4): _____







		<p align="center"><b>MAJOR</b></p> <p>BN ACADEMIC : _____</p>
		<p align="center"><b>MAJOR</b></p> <p>HONOR VICE CHAIRMAN: _____</p> <p>BN HONOR REP: _____</p>
		<p align="center"><b>MAJOR</b></p> <p>REGT RELIGIOUS: _____</p>
		<p align="center"><b>MAJOR</b></p> <p>REGT PUBLIC AFFAIRS: _____</p>
		<p align="center"><b>MAJOR</b></p> <p>REGT ITS: _____</p>

		<b>MAJOR</b> REGT HUMAN AFFAIRS: _____
		<b>CAPTAIN</b> REGT PHYSICAL READINESS: _____
		<b>CAPTAIN</b> REGT ACTIVITIES: _____
		<b>CAPTAIN</b> REGT RECRUITING: _____
		<b>CAPTAIN</b> CO CDR: _____ REGT BAND XO: _____ DRUM MAJOR: _____ PIPE MAJOR: _____









		<p><b>CAPTAIN</b></p> <p>BN ADJUTANT: _____</p>
		<p><b>CAPTAIN</b></p> <p>BN PROVOST MARSHAL/SAFETY: _____</p>
		<p><b>CAPTAIN</b></p> <p>BN OPERATIONS: _____</p>
		<p><b>CAPTAIN</b></p> <p>BN SUPPLY: _____</p>
		<p><b>CAPTAIN</b></p> <p>BN RELIGIOUS: _____</p>

		<p><b>CAPTAIN</b></p> <p>BN ITS: _____</p>
		<p><b>CAPTAIN</b></p> <p>BN HUMAN AFFAIRS: _____</p>
		<p><b>FIRST LIEUTENANT</b></p> <p>BN PHYSICAL READINESS: _____</p>
		<p><b>FIRST LIEUTENANT</b></p> <p>CO XO: _____</p> <p>BN ACTIVITIES: _____</p>






















































		<p><b>FIRST LIEUTENANT</b></p> <p>CO ACADEMIC: _____</p>
		<p><b>SECOND LIEUTENANT</b></p> <p>PLT LEADER: _____</p> <p>CO PHYSICAL READINESS: _____</p> <p>CO HUMAN AFFAIRS: _____</p>
		<p><b>REGIMENTAL SERGEANT MAJOR</b></p> <p>: _____</p>
		<p><b>BATTALION SERGEANT MAJOR</b></p> <p>: _____</p>

		<p align="center"><b>FIRST SERGEANT</b></p> <p>_____</p>
		<p align="center"><b>MASTER SERGEANT</b></p> <p>REGT ADMIN SGT : _____</p> <p>REGT OPS SGT: _____</p> <p>REGT HUMAN AFFAIRS SGT: _____</p> <p>REGT RECRUITING SGT: _____</p> <p>REGT PROVOST SGT: _____</p> <p>REGT PUBLIC AFFAIRS SGT: _____</p> <p>BN RECRUITING/ PA SGT: _____</p> <p>REGT BAND OPERATIONS SGT: _____</p> <p>PALMETTO BATTERY OPERATIONS SGT: _____</p> <p>HEAD DRILL MASTER: _____</p> <p>REGT ATHLETIC NCO: _____</p> <p>REGT ACTIVITIES NCO: _____</p> <p>TEAM CAPTAIN: _____</p>
		<p align="center"><b>MASTER SERGEANT</b></p> <p>REGT SUPPLY SGT: _____</p> <p>BN SUPPLY SGT: _____</p>



		<b>SERGEANT FIRST CLASS</b>  CO SUPPLY SGT: _____  CO REGS & DISCIPLINE NCO: _____  UNIT DRILL MASTER: _____
		<b>STAFF SERGEANT</b>  PLATDON SGT : _____
		<b>SERGEANT (upper sleeve)</b>  SQUAD LDR : _____  HUMAN AFFAIRS SGT: _____  RECRUITING SGT: _____
		<b>CORPORAL (lower sleeve)</b>  REGT OPS CLERK: _____  REGT ADMIN CLERK: _____  REGT SUPPLY CPL: _____  BN OPS CLERK: _____  BN ADMIN CLERK: _____  SQUAD CPL: _____  CO CLERK: _____  HUMAN AFFAIRS CPL: _____  ARMORER: _____

# Officers - Insignia of the United States Armed Forces

	Army	Air Force	Navy	Coast Guard	Marine Corps
0-1 Title Abbr.	 Second Lieutenant 2LT	 Second Lieutenant 2nd Lt	 Ensign ENS	 Ensign ENS	 Second Lieutenant 2ndLt
0-2	 First Lieutenant 1LT	 First Lieutenant 1st Lt	 Lieutenant Junior Grade LTJG	 Lieutenant Junior Grade LTJG	 First Lieutenant 1stLt
0-3	 Captain CPT	 Captain Capt	 Lieutenant LT	 Lieutenant LT	 Captain Capt
0-4	 Major MAJ	 Major Maj	 Lieutenant Commander LCDR	 Lieutenant Commander LCDR	 Major Maj
0-5	 Lieutenant Colonel LTC	 Lieutenant Colonel Lt Col	 Commander CDR	 Commander CDR	 Lieutenant Colonel LtCol
0-6	 Colonel COL	 Colonel Col	 Captain CAPT	 Captain CAPT	 Colonel Col
0-7	 Brigadier General BG	 Brigadier General Brig Gen	 Rear Admiral (Lower half) RDML	 Rear Admiral (Lower half) RDML	 Brigadier General BGen
0-8	 Major General MG	 Major General Maj Gen	 Rear Admiral (Upper half) RADM	 Rear Admiral (Upper half) RADM	 Major General MajGen
0-9	 Lieutenant General LTG	 Lieutenant General Lt Gen	 Vice Admiral VADM	 Vice Admiral VADM	 Lieutenant General LtGen
0-10	 General GEN	 General Gen	 Admiral ADM	 Admiral ADM	 General Gen
Special	 General of the Army GA	 General of the Air Force GAF	 Fleet Admiral FADM		

# Enlisted - Insignia of the United States Armed Forces

Army	Navy	Air Force	Marine Corps	Coast Guard
E-1 Private PVT	Seaman Recruit / Hospitalman Recruit - SR / HR Fireman Recruit - FR Airman Recruit - AR Constructionman Recruit - CR	Airman Basic AB	Private Pvt	Seaman Recruit SR
E-2 Private PV2	Seaman Apprentice - SA Hospitalman Apprentice - HA Fireman Apprentice - FA Airman Apprentice - AA Constructionman Apprentice - CA	Airman First Class Amm	Private First Class PFC	Seaman Apprentice - SA Fireman Apprentice - FA Airman Apprentice - AA
E-3 Private First Class PFC	Seaman / Hospitalman - SN / HN Fireman - FN Airman - AN Constructionman - CN	Airman First Class A1C	Lance Corporal LCpl	Seaman - SN Fireman - FN Airman - AN
E-4 Specialist SPC Corporal CPL	Petty Officer Third Class PO3	Senior Airman SrA	Corporal Cpl	Petty Officer Third Class PO3
E-5 Sergeant SGT	Petty Officer Second Class PO2	Staff Sergeant SSgt	Sergeant Sgt	Petty Officer Second Class PO2
E-6 Staff Sergeant SSG	Petty Officer First Class PO1	Technical Sergeant TSgt	Staff Sergeant SSgt	Petty Officer First Class PO1
E-7 Sergeant First Class SFC	Chief Petty Officer CPO	Master Sergeant MSgt	Gunnery Sergeant GySgt	Chief Petty Officer CPO
E-8 Master Sergeant MSG First Sergeant 1SG	Senior Chief Petty Officer - SCPO	Senior Master Sergeant - SMSgt	Master Sergeant MSgt First Sergeant 1stSgt	Senior Chief Petty Officer - SCPO
E-9 Sergeant Major SGM Command Sergeant Major CSM	Master Chief Petty Officer - MCPO Command Master Chief Petty Officer CMDCM Fleet/Force Master Chief Petty Officer FLTCM/FORMCM	Chief Master Sergeant CMSgt Command Chief Master Sergeant CCM	Master Gunnery Sergeant MGuSgt Sergeant Major SgtMaj	Master Chief Petty Officer MCPO Command Master Chief Petty Officer CMC
Sergeant Major of the Army SMA	Master Chief Petty Officer of the Navy - MCPON	Chief Master Sergeant of the Air Force - CMSAF	Sergeant Major of the Marine Corps	E-10 Master Chief Petty Officer of the Coast Guard

## VI. CUSTOMS AND TRADITIONS

The customs of the Corps are the outward manifestations of its inherent character. The strict observance of these customs has for its objective the perpetuation of the corps' pride, spirit, and morale.

### THE CAP DEVICE



The cap device changed several times between 1842 and 1910, but since the latter date, except from 1933 to 1937, it has remained the same as it appears on Citadel caps today.

The cap device consists of the palmetto tree, which appears on the South Carolina state flag, and two shields taken from the Seal of the State of South Carolina. The inscription "The Citadel" is located between the top of the shields and the lower branches of the palmetto. In the shield on the right of the large palmetto are a small palmetto tree, two small shields, one on each side of the tree, and the date 1776. At the top of the exergue are the words "South Carolina" and at the bottom of the same, the words *Animis Opibusque Parati*, meaning, "Prepared in mind and resources."

The shield on the left side of the large palmetto has the figure of a woman walking on the seashore over swords and daggers. In her right hand, she holds a laurel

branch, and she is looking toward the sun just rising above the sea. The words *Dum Spiro Spero* meaning “While I Breathe I Hope,” are inscribed at the summit of the shield and *Spes*, meaning “Hope,” is inscribed within the field below the figure. At the bottom of the device is the year The Citadel was founded, 1842.

## THE CITADEL RING

The Citadel ring signifies a host of accomplishments. Not only does it symbolize a partial history of the State of South Carolina and The Citadel, but also it relates the ideals for which the college was founded. Almost every feature of the ring is symbolic of a goal or an attainment of past members of the SCCC. The oval crest of the ring is dominated by a reproduction of the palmetto, the state tree of South Carolina. In addition, it represents the “Palmetto Regiment,” a military body trained by Citadel cadets and sent from South Carolina to fight in the Mexican War. Third, it represents a fort on Sullivan’s Island built from palmetto logs, which successfully resisted many British men of war during the Revolutionary War. The two oval shields at the base of the palmetto tree are miniature replicas of the state shield. The shield inscriptions are accurate and readable with a low-power glass.





On the right shank of the ring, the star commemorates the shelling of the Union supply steamer "The Star of the West" and memorializes all those Citadel cadets and graduates who have died in defense of their country. The United States and South Carolina colors depict the unity and coordination between South Carolina and the federal government. Outside the old Citadel on Marion Square was a stack of cannon balls. To serve as a link between the old Citadel and the Greater Citadel, as well as representing the artillery, one of the two original courses of military instruction, as stack of cannon balls is located on the bottom of the shank. Adopted as a part of The Citadel ring, they bind the new college with the spirit and tradition of the old.



On the left shank of the ring are a rifle, saber, wreath, and a 30-caliber bullet. Upon closer observation, an oak leaf is seen in the background of the muzzle of the rifle, and by the tip of the sword is a spray of laurel. Although difficult to discern, the oak leaf is one of the most powerful motifs of the ring; it stands for the oak tree and its characteristic attributes of strength and endurance. Of equal importance in a world torn by perpetual military conflicts the concept of victory blessed by peace, represented by the laurel and the wreath respectively. By means of these symbols, the ideals and concepts upon which The Citadel was founded and has endured are presented artistically.

The rifle and 30-caliber bullet symbolize the infantry, the other original department of military science at the college. Since duty and responsibility have their reward at The Citadel, that of being appointed a cadet officer in the first-class year, these ideals, too, are embodied in the ring by the sword, the symbol of the cadet officer.

An interesting tradition that has evolved in connection with the ring is the different manner in which cadets as distinguished from alumni wear it. Since cadets are eligible to wear rings upon becoming academic first-class cadets, they wear them with the class numerals facing toward the wearer. After graduation exercises, however, the rings are turned about. In 1940, the Ring Committees of the classes of 1940, 41, and 42 standardized The Citadel ring and approved by those classes. Standardization brings two distinct advantages. First, it makes The Citadel ring easy to recognize, since all graduating classes wear the same type of ring, and secondly, it denotes not a member of a certain class, but a Citadel graduate.

## **THE REGIMENTAL COLORS**

The Regimental color, in use since 1937 is based on the South Carolina state flag with the words "The Citadel" above the palmetto tree and "The Military College of South Carolina" below the tree. Governor Richard M. Jeffries, on March 20, 1943, attached battle streamers to the pike of the regimental colors signifying that the Corps of Cadets had participated as a unit in several engagements during the War Between the States.

## **BATTLE STREAMERS**

The Adjutant General of South Carolina in General Order No. 3, dated October 26, 1942 noted that "the Corps of Cadets...during the years 1861 - 65, organized as "THE BATTALION OF STATE CADETS", rendered honorable and meritorious service to the State of South Carolina." In recognition, The Adjutant General authorizes and entitles The Citadel to carry on its colors a gray streamer embroidered in silver bearing the inscription "Confederate States Army" and a gray streamer embroidered in blue for the each of the following engagements.

Star of the West January 9, 1861

Wappoo Cut November 1861

James Island June 1862

Charleston and Vicinity July to October 1863

James Island June 1864

Tulifinny December 1864

James Island December 1864 to February 1865

Williamston May 1, 1865.

## **FLAGS**

Garrison Flag, 38 feet X 20 feet -- used for holidays and specified important occasions.

Post Flag, 17 feet X 9 feet -- for general use.

Storm Flag, 9 feet X 5 feet -- used for stormy or windy weather.



The regiment carries three flags known respectively as the national, state, and regimental colors or standards. Each battalion carries a red battalion flag. Guidons are blue, swallowtail flags carried by each company with the letters "SCCC" and company letter on each. The only exception is the Palmetto Battery Guidon, which is red with the Artillery Branch symbol.

### **THE RED SOUTH CAROLINA FLAG ("Big Red ")**

"Big Red" is the official spirit flag of The Citadel Corps of Cadets and has been associated with the college since the beginning of the Civil War. In the weeks following South Carolinas withdrawal from the Union December 20, 1860, the citizenry flew a variety of "secession flags" throughout the new republic. The ladies of the Vincent family presented one such banner -- a red flag with a white palmetto in its center -- to a company of Citadel cadets stationed on Morris Island. According to the captain of the Star of the West, a red flag with the white palmetto flew above the battery that fired on his ship. After the Civil War, this red and white palmetto flag seems to have disappeared for almost a century.

In the fall of 1960, Romeo Company, as the honor company, used the red palmetto flag as a guidon in anticipation of the centennial reenactment of the firing on the Star of the West on January 9, 1961. Because the flag was much larger than a guidon it is probably when the term "Big Red" was first used to describe the flag. In recent decades, the Touchdown Cannon Crew carries "Big Red" and fires the cannons each time The Citadel's football team scores.

Since 1989, it has replaced the Confederate Naval Jack that the cadets once waved at sporting events. You can also see “Big Red” flying daily near the center of The Citadel campus at the north end of the parade ground. A Civil War-era red palmetto flag - believed by some to be the actual flag that flew over Fort Morris when cadets fired upon the Star of the West - was unveiled in a ceremony during the 2010 Corps Day weekend. It is currently on loan from the Iowa Historical Society resides in The Holliday Alumni Center.

## **THE SALUTE**

The salute is an honorable and well-respected greeting between members of the military services of this nation and our allies. During the early phases of your cadet training, you will receive detailed instructions on how, when, where, and whom to salute. This will include both the hand, rifle, and guidon (company ensign) salute. As general guidelines, the following rules, according to Army Training Circular 3-21.5, in most cases apply

1. Salute all commissioned and warrant officers, as well as officers of friendly foreign nations. The Salute will be rendered whether on or off campus.

2. The junior-in-rank always salutes first, and the senior-in-rank returns it.

3. In addition to the above, you will salute:

- a. Recipients of the Congressional Medal of Honor.

- b. When the U.S. National Anthem, “Taps” (at funerals), “To the Colors,” “Ruffles and Flourishes,” “Hail to the Chief,” or foreign national anthems are

played. If driving in a vehicle, come to a halt and remain seated until the above music is completed.

c. The American Flag (national colors) when uncased and carried in parades or ceremonies.

d. When reporting to an officer indoors.

e. At “Reveille” and “Retreat” formations during the raising or lowering of the flag.

f. In formations, salute only when directed by the person-in-charge.

g. All officers in vehicles.

## **PERSONAL HONORS AND SALUTES**

The salute to the Union, consisting of one round for each state, is fired on July 4, at every post provided with suitable artillery. The national salute and the salute to a national flag are twenty-one-gun salutes.

Music is considered an inseparable part of a gun salute, follows the ruffles, and flourishes without pause. The National Flag will not be dipped by way of salute or compliment. The Regimental color or standard will dip when the rank of the reviewing officer is that of a brigadier general or equivalent or above. During the playing of ruffles and flourishes and other music of the salute, all persons will stand at attention and salute, if in uniform. If in civilian clothes, remove hat, stand and salute with right hand over heart.

Personal honors and salutes are as follows:

Officials/Guns/Music

- President/21/National Anthem

- Former President/ 21/March

- Chief Magistrate or sovereign of a foreign country/  
21/His or Her National Anthem

- Member of Royal Family/21/His or Her National Anthem

- Vice-President /19/March

- Ambassador /19/March

- Secretary of Defense /19/March

- General of the Army, Fleet Admiral, General of the Air Force /19/General's March



## VII. CAMPUS BUILDINGS AND MONUMENTS

**Archives-** The Citadel Archives were founded in 1966 when General Mark W. Clark donated his personal and military papers relating to his career in World War II, the Austrian Occupation, the Korean War, and presidency at The Citadel. Today, there are more than 300 collections, including papers of Citadel Presidents, institutional records and publications, letters, diaries, speeches, photographs, and audio and video recordings relating to The Citadel's history. Authors and scholars from the United States and Europe frequently visit the archives to research the collections. Located on the third floor of the Daniel Library building, the Archives are accessible by appointment.

**Bond Hall** is named for Colonel O. J. Bond, ninth president of The Citadel, and it is the main academic and administrative building. It was completed in its present form in 1939. Bond Hall houses the offices of ITS, Admissions, the Registrar, and the Oral Communications Laboratory

**Byrd Hall** is the Chemistry and Geology building, and is named for Colonel R. M. Byrd, Class of 1923, who served as head of the Chemistry Department from 1945 to 1956 and as academic dean from 1956 to 1966. It houses classrooms, offices, laboratories, and service areas for professors. It also contains a 175-seat auditorium named in honor of Colonel Samuel A. Wideman, Class of 1929, who was head of the Chemistry Department from 1956 to 1968.

**Capers Hall** is named in honor of two brothers: Brigadier General Ellison Capers, C.S.A., Citadel, Class of 1857 and former Chancellor of the University of the South, and Major Francis W. Capers, Superintendent of The Citadel from 1852 to 1859. It houses classrooms, and offices for English (including Fine Art), Mathematics, History, Modern Languages, Political Science, Education, Criminal Justice, and Psychology Departments. Cadet artwork is exhibited throughout the building. The south wing of Capers Hall was dedicated to the memory of Mr. Rodney Williams at the request of his wife, a prominent Citadel benefactress.

**Career Center** is located at the corner of Hagood Avenue and Huger Street, just outside the Hagood Gate. The Career Center provides educational materials, resources, and support to help students identify career interests, perfect their resume writing and interview skills, research graduate school options, and develop professional networks.

**Coward Hall** was opened in 1991, and is named for Colonel Asbury Coward, C.S.A., Class of 1854. It is located behind Padgett-Thomas Barracks and overlooks the Ashley River. Additional dining rooms plus rehearsal rooms for the Band, Bagpipes, and Chorale are located on the second floor.

**Daniel Library** was constructed in 1960, and is named in honor of the late Charles E. Daniel, Class of 1918, and the late R. Hugh Daniel, Class of 1929; both were lifelong benefactors of the college. It provides access to study rooms, Learning and Study Spaces, computing stations, The Citadel Makerspace, and a collection of over 180,000 print materials. The Library's third floor houses The Citadel Archives and The Citadel Museum.

**Duckett Hall** is named for Major General James W. Duckett, Class of 1932, president of The Citadel from 1970-1974, and provides modern classrooms, laboratories, and offices for the Biology Department. The building is three stories high, with a greenhouse and an animal house on the roof.

**Grimsley Hall**, which replaced Alumni Hall in 1991, is named in honor of Maj. Gen. James A. Grimsley, Jr., Class of 1942 and the 16th president of The Citadel. The building is situated facing the north side of Summerall Field. Grimsley Hall houses both the Physics and Electrical Engineering Departments, Copeland Auditorium, a large theater-auditorium, computer room, and extensive laboratories. Grimsley Hall provides a modern and complete educational environment among the best available in the Southeast.

**The Holliday Alumni Center** is named in honor of John M.J. Holliday, Class of 1936 who served on the Board of Visitors for more than 30 years. The Holliday Alumni Center houses alumni and fund-raising organizations for The Citadel as well as a visitor's center, catering kitchen, banquet hall, and two courtyards. Each graduating class will have their senior dinner in the Courvoisie Banquet Hall and be introduced to the Alumni Network. The hall is named for Lieutenant Colonel T. Nugent Courvoisie (also known as "The Boo"), Class of 1938, who served as Assistant Commandant from 1961-1968. The Alumni Center also houses The Citadel Foundation, a nonprofit organization created to secure, manage, and steward philanthropic support for the college.



**Jenkins Hall**, which is situated next to Thompson Hall, is named for Brigadier General Micah Jenkins, C.S.A., Class of 1854, who founded King's Mountain Military School in Yorkville, South Carolina. Jenkins Hall houses the Departments of Aerospace Studies, Military Science, and Naval Science, the offices for Air Force, Army, Marine and Navy ROTC, the Commandant's office, classrooms and supply rooms. In addition, the Cadet Corps' arms room is in Jenkins Hall.

**LeTellier Hall** was constructed in 1937 and is named for Colonel Louis Shepherd LeTellier who became acting president of The Citadel after General Charles P. Summerall retired in 1953. Colonel LeTellier held the office of president until replaced by General Mark Clark in 1954. This building is home to all the offices, classrooms, and laboratories of the Civil Engineering Department. In addition to state of the art equipment, one of the largest hydraulic testing machines in the South has been installed in the laboratories.

**Mark Clark Hall** was built in 1957 and is named for General Mark W. Clark. The building houses The Citadel Bookstore, a reception room, barber shop, and post office on the first floor. The Department of Cadet Activities and Buyer Auditorium are located on the second floor. Also on the second floor are the Fourth-Class Lounge, the Greater Issues Room (Room 230) and Room 228, a smaller meeting room. The third floor of the building has a Catholic chapel, the office of the Catholic Chaplain, the office of the Episcopal Chaplain, the Honor Courtroom, and quarters for distinguished guests of The Citadel.

**The Mary B. Murray Memorial Infirmary** is named for the wife of Mr. A.B. Murray, who donated funds for the construction of the Infirmary. It was completed in 1922, and contains several clinics, along with pharmacy and X-Ray facilities. The Infirmary staff includes a full-time primary care physician, a part-time orthopedic/sports medicine physician, a full-time nurse practitioner, plus nursing staff to provide 24 hour coverage.

**Summerall Chapel**, erected during 1936-1937, is Cruciform in its design. The Chapel is a sanctuary for worship and a shrine to patriotism, and remembrance. Since it is entirely nonsectarian, Summerall Chapel belongs to no particular denomination. After the completion of the Chapel, each of the classes (up through the Class of 1945) had the opportunity to purchase a window as a lasting memorial to its members. The chancel window, located behind the altar, was dedicated in 1942 as a memorial to all Citadel cadets and graduates who have given their lives in their country's cause.

The facade and transept windows are made up of a number of units or "medallions," provided by families or friends of the men they commemorate. Only Citadel cadets along with a few distinguished faculty and staff are so honored. The design of each of these medallions represents symbolically the person it commemorates. Located around the interior walls of the Chapel are state and territorial flags. The Eternal Flame above the main altar also memorializes The Citadel's patriot dead. St. Alban's Episcopal Chapel is located in the north transept.

The inscription across the front of Summerall Chapel reading “Remember Now Thy Creator in the Days of Thy Youth” summarizes the spiritual atmosphere at The Citadel. The office of the Chaplain to the Corps is located in the rear of the chapel.

**The Thomas Dry Howie Memorial Carillon And Tower** were donated to The Citadel by two alumni, Charles E. Daniel, Class of 1918, and R. Hugh Daniel, Class of 1929, in tribute to their friend, Major Thomas Dry Howie, Class of 1929. The Citadel carillon is one of the largest Dutch bell installations in the Western Hemisphere. It was cast in the famous Royal Bergen Bellfoundries at Heiligerlee, The Netherlands. The 59 bells, totaling 30,300 pounds in weight, vary in size from 25 pounds to the 4,400 pounds of the great Bourdon, as the lowest bass bell is called. A carillon is a set of bronze bells attuned to intervals of the chromatic scale with a possible range of seven octaves. The bells are hung in a stationary position and can be played from a concert keyboard of two manuals. The carillon is equipped with a Westminster chime to strike every quarter-hour. The Bell Tower is 90 feet high, topping the Chapel by 35 feet.

**Thompson Hall** is named for Hugh S. Thompson, Class of 1865, twice Governor of South Carolina, Assistant Secretary of the U.S. Treasury, and the Commissioner of the U.S. Civil Service. It houses The Citadel Academic Support Center, the Office of Multicultural Student Services and International Studies, the Cadet Advocacy, Response, and Education Office, and the Department of Math and Computer Science.

## ATHLETIC FACILITIES

**Altman Athletic Center**, adjacent to Johnson Hagood Stadium, was dedicated in October 2001 and made possible by a gift from the Altman family in memory of LTC William M. Altman, Jr., Class of 1931. The first floor provides home and visiting team locker rooms along with additional facilities for officials. The second floor features custom hospitality space that overlooks Johnson Hagood Stadium from the south end zone.

**College Park** was leased from the City in 1966, and served as home to The Citadel baseball team for over a quarter century until the opening of Riley Park in 1997. College Park now serves as a practice facility for the baseball team.

**Deas Hall**, built in 1976 and renovated in 2003, is named for Colonel A. 'Happy' Deas, Jr., Class of 1938. The offices, classrooms, and laboratories of the Department of Health, Exercise, and Sport Science are located in this building. Deas Hall also houses facilities used by Intramural, Club, and Recreational Athletics. Facilities include an 8-lane, 25-meter swimming pool, basketball/multipurpose gymnasium, racquetball/handball courts, mat room, two weight rooms, cardio fitness area, sports equipment room, showers, and a locker for each member of the Corps. Fourth-class cadets may use all of the building's athletic facilities.

**Johnson Hagood Stadium** is named for Brigadier General Johnson Hagood, Class of 1847, who was chair of the Board of Visitors from 1877 to 1898. Originally

finished in 1948, and renovated in 2008, it has a seating capacity of 21,000. All home football games are played in this stadium, in which the Corps of Cadets has a special seating section.

**Mascot Monument-** A long line of bulldogs have served The Citadel as mascots. There is a memorial to their service located at left side of Johnson Hagood Stadium on Hagood Avenue. The Class of 1968 “Big Dog” monument is located nearby.

**McAlister Field House**, originally constructed in 1939, contains the offices of the Athletic Director and staff. Formerly known as The Citadel Armory, it is named for Colonel David S. McAlister, Class of 1924, on March 16, 1973. Its three basketball courts provide facilities for The Citadel’s basketball program.

**Riley Park** is a 6,000 seat state-of-the-art facility named for the Honorable Joseph P. Riley, Class of 1964, Mayor of Charleston. The Citadel plays all of its home baseball games in this park, located just off the campus. The Citadel shares the facility with the Charleston Riverdogs Baseball Team, the Class A affiliate of the New York Yankees.

**Seignious Hall**, dedicated in 1982, is named for Lieutenant General George M. Seignious II, Class of 1942, who served as president of the college from 1974-1979. Housed in this modern structure are offices for the football coaching staff, weight-lifting and workout equipment, and a conference room. There is also sophisticated hydrotherapy equipment, a team meeting room, and other modern athletic devices.

**Vandiver Hall** was dedicated in 1991 and is named for Colonel Thomas C. Vandiver, Class of 1929. Colonel Vandiver served on the Board of Visitors for 33 years and received an honorary Doctor of Law degree in 1979, followed by the Palmetto Award in 1986. The building is situated between Seignious Hall and McAlister Field House. The first floor provides dressing rooms for The Citadel soccer, wrestling, track/cross country, and golf teams as well as offices for the coaches. Also on the first floor are shower facilities, locker rooms for women's athletic teams, and a conference room. The second floor holds a wrestling practice area, a golf practice area, and a batting area for the baseball team.

**The Citadel Boating Center**, originally The Citadel Yacht Club, has been in existence since the 1920's. The Boating Center has a small fleet of power and sailboats that are available for use by Citadel Cadets and Graduate Students, faculty and staff and their qualifying dependents who have passed the South Carolina Basic Boating Course and The Citadel Boating Safety Boating Course.

## **CADET BARRACKS**

There are five large barracks used to house the Corps of Cadets. Barracks and room assignments are based on the Company and Battalion to which each cadet is assigned.

**Murray Barracks** (1st BN) was built in 1999, and named for Andrew B. Murray, who donated the money to build the original Murray Barracks (1926). The original barracks stood on the same site and was demolished in 1997, making way for the current building which houses first battalion.

**Padgett-Thomas Barracks** (2nd BN) occupied the space between Murray and Law Barracks. The original barracks was completed in 1922, and was replaced and reopened in 2004. It was named for Colonel J. G. Padgett, a member of the Board of Visitors and an 1892 graduate, and for Colonel John Pulaski Thomas, Class of 1893, member of the Board of Visitors from 1915-1949, and its chair from 1925-1949. The building, which served as a model for all the barracks, is designed so that the center is a pared quadrangle onto which each room opens, and in each of the four corners is a spiral stairway. Adjacent to the east sally port is the guard room. The dominant feature of the barracks is the tower that overlooks the parade ground to the east.

**Law Barracks** (3rd BN) is named for Brigadier General Evander M. Law, C.S.A., Class of 1856. The original structure was completed in 1939. This building was torn down and its replacement was completed in the fall of 2006.

**Watts Barracks** (4th BN) was built in 1996 as part of a long-range program to update cadet living quarters. This new barracks is named for Lieutenant General Claudius E. Watts III, Class of 1958, who served as The Citadel President from 1989-1996.

**Stevens Barracks** (5th BN) is the last of the original barracks. Because the rapidly expanding enrollment of The Citadel brought about the necessity for additional quarters, funds were obtained in 1942 for its construction. This barracks was named for Major P. F. Stevens, Class of 1849, superintendent of The Citadel from 1859-1861.

## CAMPUS GATES & MONUMENTS

**Lesesne Gate**, consisting of imposing limestone pillars and wrought iron gates, provides the main access to The Citadel campus. The gate is named for Thomas Petigru Lesesne, Class of 1901, who was instrumental in the move of The Citadel from its original site on Marion Square to its present location.

**Summerall Gate**, named for former Citadel President General Charles Pelot Summerall, is located adjacent to Mark Clark Hall. It is one of Charleston's famous sword gates, whose companion is found at 32 Legare Street.

**The *Tau Beta Pi* Monument, Or “Bent,”** is a bronze replica of the emblem of the National Engineering Honor Society. Its supporting structure is the frustum of a pyramid of blue-gray granite, resembling in color the traditional cadet uniform. Located in front of Grimsley Hall, the “Bent” commemorates the *Tau Beta Pi* ideals of distinguished scholarship and exemplary character.

**The *Seraph* Monument** is a memorial consisting of relics from the H.M.S. Seraph, including the periscope and a forward torpedo loading hatch. Both the U.S. and British flags fly from the structure to symbolize that this English submarine was placed under the command of an American naval officer for a special mission during World War II. It is the only shore installation in the U.S. permitted to fly the Royal Navy Ensign. The H.M.S. Seraph also secretly landed General Mark Clark in North Africa for an intelligence mission. This monument is dedicated to Anglo-American cooperation during World War II.



**The Bulldog Monument** is a memorial dedicated to Major Sam M. Savas, Jr., Class of 1951, who died in Vietnam in October 1965. He served his Alma Mater as tactical officer from 1962 to 1965. As a cadet and while assigned to The Citadel, he so inspired Citadel cadets toward dedication to their Alma Mater that upon his death, cadet members of the Society of American Military Engineers determined to erect the monument in his honor. It also contains a bronze plaque in memory of his naval aviator son, Lieutenant Sam M. Savas III, Class of 1979, who also died in service to his country in October 1985. The Bulldog Monument is made from brass belt buckles, waist plates, and breast plates collected from cadets. In 1966 the monument was unveiled. It is located on the southeast corner of McAlister Field House.

**The *Star of The West* Monument** is dedicated to the memory of the cadets who fired on the Star of the West in 1861 and to all Citadel cadets and graduates who have died in defense of their country. Inscribed on the monument are the names of those cadets who have annually won the Star of the West Medal for individual drill competition. The monument was dedicated in 1961 and is located between Bond Hall and the central flagpole.

***Beta Gamma Sigma's Honor Key*** bronze replica is located in front of Bond Hall near the east entrance. Beta Gamma Sigma is an international honor society recognizing the outstanding academic achievements of students enrolled in collegiate business programs accredited by AACSB, The International Association for Management Education. This is a select group of over 1,400 educational institutions offering business and management degrees, only 300 are eligible to have Beta Gamma Sigma chapters.

**General Mark W. Clark's Grave Site**, by his choice and with the approval of the Board of Visitors and the General Assembly of South Carolina, is on The Citadel campus. He was the second man to serve as President Emeritus of The Citadel and is the only person buried on campus. The grave site General Clark selected is between Mark Clark Hall and Summerall Chapel, near the Carillon Tower.

## **OTHER MONUMENTS**

On the parade ground, there are monuments dedicated to each of the four services. They are a Marine Landing craft (LVT-H-6); an Army Sherman Tank (M4A3); an Army missile (Corporal); an Air Force Jet (F4-C Phantom II), flown by Lt. Gen. Ellie "Buck" Schuler, Class of 1959, USAF (Ret.), during the war in Vietnam; an AH-1 Cobra helicopter, and; a Navy anchor from the U.S.S. Coral Sea. A United States Coast Guard bell serves as a monument to Citadel cadets and graduates who have lost their lives upon the sea.

Along the Avenue of Remembrance and on Summerall Field (parade ground), memorial trees honor the memory of individual Citadel graduates. A small plaque by each tree gives the name of each graduate so honored.

Memorial plaques on Summerall Chapel list the names of all graduates killed in action in each war from the Civil War to the present.



## VIII. CADET SUPPORT SERVICES

**TAC Officers and NCOs** - Each company and battalion is assigned an experienced military officer or non-commissioned officer as a “TAC.” These personnel “teach, advise, and coach” cadets as they develop as principled leaders, and are the primary integrators of a cadet’s leadership development. They also perform a series of functions to connect cadets to the resources they need to be successful.

**Company Advisor** - Each cadet company is assigned a specially chosen member of the faculty or staff who works closely with the Company TACs and the cadet chain-of-command (primarily the Company Academic Officer) to ensure that academic and military requirements are compatible and that cadets are aware of academic resources and services available to them on the campus.

**Cadet Academic Officer** - The Academic Officer promotes academic excellence by mentoring and advising cadets in their company and battalion concerning academic performance at The Citadel. These cadets monitor the class absence system as well as the academics of all cadets in the company and battalion, focusing on freshmen, sophomores, and cadets on academic probation. In addition, these officers work with the chain of command to establish an environment conducive to studying and learning by: enforcing the rules and guidelines of Evening Study Period (ESP); modeling exemplary study/academic behavior; answering academic questions

as well as other issues; and providing an opportunity for cadets, (especially freshmen) to understand academic policies and guidelines as well as academic and college resources. Also, these officers coordinate job functions/duties with the TACs through email or frequent meetings. Finally with considerable autonomy, the Academic Officer reports to the Associate Provost for Academic Affairs and is relied upon to exercise independent judgment when making decisions and to maintain confidentiality.

**The Citadel Academic Support Center (ASC)** provides tutoring in science, engineering, foreign language, math, writing, and other subjects during daytime and evening hours. A computer lab and printing services are available to all students. For further information on Academic Support Center services and how to make an appointment, see the Academic Support Center webpage at <http://www.citadel.edu/root/asc>

**The Services for Students with Disabilities** Office is housed in the Academic Support Center (117 Thompson Hall). Students with documented disabilities are encouraged to contact the office to discuss services and accommodations at the beginning of their first semester at The Citadel. For additional information, please see our webpage at <http://www.citadel.edu/root/asc-disability-services>

**The Counseling Center** provides free, confidential, short-term counseling services to currently enrolled cadets. Further information regarding the Counseling Center can be found on the Cadet Life tab of The Citadel webpage.

**The Campus Alcohol and Drug Information Center (CADIC)** supports the health and safety of knobs by providing best practice alcohol, tobacco and other drug prevention services. Whether or not you drink or use drugs, CADIC can help you make well-informed CHOICES and provide simple strategies to help keep you and your friends safe during your college years and beyond. For additional information, visit the CADIC web page at <http://www.citadel.edu/root/cadic> or visit CADIC in Mark Clark Hall, room 217.

**The Campus Advocacy, Response, and Education (CARE)** program provides education to cadets on issues relating to sexual assault, rape, sexual harassment, and relationship issues. Additionally, CARE advocates strive to provide the highest level of support for cadets who report sexual misconduct or interpersonal violence, including information and options for reporting, medical care, counseling, and on-campus modifications, if applicable. CARE advocates are available 24/7. For more information, see CARE's web page at <http://www.citadel.edu/care>."

**The Office of Multicultural Student Services & International Studies** works to ensure that educational equity for all students is achieved and that an environment that appreciates cultural diversity exists at The Citadel. Further information regarding this office can be found on the Cadet Life tab of The Citadel's webpage.

The Mission of **The Krause Center for Leadership and Ethics** is to integrate and advance The Citadel's programs to educate and develop principled leaders. The Krause Center delivers Leadership (LDRS) courses in support of the Four-Year Academic Leadership Curriculum, leads the Service Learning and Civic Engagement program, and executes The Citadel's Annual Leadership Day and The Annual Principled Leadership Symposium. The Krause Center also introduces each freshman cadet to the Leadership Development Program in LDRS 111, the first course in the Provost's Leadership Curriculum that provides a process to analyze and resolve ethical dilemmas. This course provides the foundation for LDRS courses during the sophomore, junior, and senior years. For more information go to <http://www.citadel.edu/root/krausecenter>

**The Mary B. Murray Memorial Infirmary** provides free medical services for the Corps of Cadets. These include medical clinics during Sick Call, a nurse clinic after hours, and 24/7 inpatient care (36 beds). Our physician and nurse practitioner see patients during Sick Call, our athletic trainers see cadets with minor orthopedic injuries at 0700 Monday thru Friday, and our orthopedic surgeon sees cadets with more serious injuries at 0700, Monday & Friday. Medical services include medications, immunizations, allergy shots, X-Rays, ECGs, and lab work, as needed. For more info, go to <http://www.citadel.edu/root/infirmary-home>

**The Daniel Library** serves the information and research needs of Citadel students, faculty, and staff.

The Library provides access to print and electronic resources, research help, study rooms, quiet spaces, desktop and laptop computers, printing, faxing, scanning services, and more. The Citadel Archives and The Citadel Museum are located on the Library's third floor. Visit [library.citadel.edu](http://library.citadel.edu) or call 843-953-2569 to chat with a librarian, reserve a study room, or find resources for an assignment.

**The Career Center** provides training and resources that enable students to make well-informed career decisions. It is located off campus outside Hagood gate. Further information regarding the Career Center can be found on the Cadet Life tab of The Citadel's webpage.

**The Oral Communications Lab** helps cadets and others in The Citadel community learn to speak with confidence and clarity, gaining skills that will serve them well throughout their lives. Coaching and video equipment is available to assist those wanting to improve their public speaking skills and the materials they use in presentations. The lab is located in 365 Bond Hall. Reservations are required for practice time in the lab. For more information, please call 953-5103, or email: [ocl@citadel.edu](mailto:ocl@citadel.edu).

**Communications and Support Services** is located in Bond Hall, room 253. You may contact Communications by calling 953-TELE (8353) or sending email to [telecom@citadel.edu](mailto:telecom@citadel.edu).



**Bulldog Alert** is The Citadel's Emergency Notification System. This communication tool provides for rapid notification through text messaging, phone call/voice mail or email — or a combination of those — indicating a campus crisis or emergency. Cadets can enter their information for Bulldog Alert by logging into Lesesne Gateway and navigating to the Student Tab to update their personal information. For those who register to receive text messages from Bulldog Alert, please note that your cell phone provider may require you to accept the message and agree to any cost charged by your cell provider.

**Pastoral Counseling** is available daily to all cadets who request assistance. The Chaplain to the Corps of Cadets and the campus pastoral team are available to provide this service.

**Chaplain to the Corps**

Chaplain Joe Molina  
Summerall Chapel, 953-5049

**St. Alban's Episcopal Parish**

Mark Clark Hall, Room 342, 953-6840

**Catholic Campus Ministry**

Mr. Joshua Shane, Catholic Campus Ministry  
Director  
Father Thomas Miles, Catholic Campus Chaplain  
Mark Clark Hall, Room 350, 953.7693

Additional denominational campus ministers are available and on call through the Chaplain's Office.

## ADDITIONAL CADET SERVICES

**The Citadel Bookstore**, located on the first floor of Mark Clark Hall, offers textbooks and a large variety of gifts and souvenir merchandise. Contact 843-953-5110

**The Barber Shop** is located in Mark Clark Hall, 1st Floor. The professional staff offers haircuts to all cadets, civilian students, faculty, staff, and the general public. No appointments are necessary. For more information call 843-953-7467 (SHOP).

**The Laundry** is located behind Murray Barracks on Courvoisie Avenue. The Laundry provides a full service operation to all Cadets, Faculty, Staff and visitors. Clean and press or fluff and fold for all your laundry needs. Pick-up and delivery service to the barracks is available to all Cadets. Turn around time for Laundry is 48 hours. See the Cadet Pick-up Schedule for more information. All Knobs are welcome to visit and utilize all of our services. Please call us at 843-953-WASH (9274).

Additionally, there is a 24/7 **self-serve laundromat** located across the street from McAlister Field House on Jones Avenue. The cost is \$1 to wash and \$.75 to dry.

**Dry Cleaning** is located next to the Tailor Shop on Courvoisie Avenue. The services at the Dry Cleaning

Department are available to all Cadets, Faculty/Staff members, and visitors. The Dry Cleaning Department cleans and presses all uniform items as well as casual attire. For more information call us at 843-953-WASH (9274) or visit our website at <http://www.citadel.edu/root/laundry-drycleaning>.

**Starbucks**, located on the first floor of the Daniel Library, serves a variety of coffee drinks, grab-and-go breakfast pastries, sandwiches, salads, and desserts.

**The Post Office** is located on the first floor of Mark Clark Hall and provides a full range of mailing services to the college and surrounding community.

**The Tailor Shop** is located on Courvoisie Avenue between the Cadet Store and Dry Cleaning. Services are available to all cadets, faculty, staff and civilian professionals who need full service tailoring and alterations on both military uniforms and civilian clothing. Most services can be done within 5 business days. Contact 843-953-5076 for more information.

**The Tommy B. Hunter Cadet Store** is located on the Ashley River side of campus behind the barracks on the corner of Hammond Avenue and Courvoisie Avenue. The Cadet Store sells shoes, boots, clothing, accessories, convenience items and other cadet items. We are open during the summer to sell shoes and boots to incoming freshmen.

**The Canteen**, also known as the Munnerlyn Snack Bar, is located at the north end of Mark Clark Hall on the corner of the Avenue of Remembrance and Jenkins Avenue. There is a full breakfast menu, lunch options, a coffee bar, and a F'real milkshake bar. Fourth class cadets are allowed in the Knob Alley section anytime except during formations, drill periods, meals, and evening study periods.

**Vending machines** can be found throughout the campus and are available to all cadets.

**The Citadel One Card** is the official campus ID card that functions mainly as a campus debit card with two accounts.

The restricted account can be used to purchase books, school supplies, your original issue from the Cadet Store, uniform issue and haircuts. Once you have spent the restricted account for the semester, you may use the open account on your OneCard.

The open account on the OneCard can be loaded with additional funds for use at campus facilities. It is mainly used to purchase food, drinks, and other items that cannot be purchased with the restricted account. To add funds to the open account, go to Lesesne Gateway and navigate to Campus Center.

The OneCard office is located in Bond Hall, room 244. For more information go to <http://www.citadel.edu/root/onecard>.



## IX. ATHLETICS

The Citadel provides opportunities for all students to participate in sports. Cadets who take advantage of these opportunities enhance their education in the physical effectiveness and character development pillars.

### Varsity Athletics

The Citadel offers 16 varsity teams (9 for Men and 7 for Women) that compete in NCAA Division I and are members of the Southern Conference (SoCon). We also offer Cheerleading as a quality club level program that supports our varsity teams. Varsity Athletes are often referred to as Corps Squad.

#### Men's Sports

Baseball

Basketball

Cross Country

Football

Rifle

Tennis

\*Track and Field

Wrestling

\* Indoor & Outdoor

#### Women's Sports

Cross Country

Golf

Rifle

Soccer

\*Track and Field

Volleyball

#### Quick Facts

School Colors:

Blue and White

Mascot:

Spike

Living Mascots (2):

“Boo” and “The General”

Nickname:

Bulldogs

More information can be found at: [www.citadelsports.com](http://www.citadelsports.com)

## **INTRAMURAL, CLUB AND RECREATIONAL ATHLETICS (ICRA)**

The purpose of the ICRA program is to provide and promote safe and healthful means for competition, exercise, physical fitness, and recreational pursuits for students, faculty and staff. ICRA is a division of the Department of Health, Exercise and Sport Science (HESS).

**Intramural Athletics-** Citadel Intramurals are an integral part of cadet life with year-long competitive activities in individual sports and cadet company team sports. Cadet companies compete annually for the Board of Visitors Trophy, awarded to the Commanding Officer of the company accumulating the most intramural points.

**Club Sports-** Citadel Club Sports provides structure for student-run competitive sport teams not governed by the NCAA or Southern Conference, and other sports-related activities that may not be fully supported by the academics of HESS or events of Citadel Intramurals. Club Sport athletes are not part of Corps Squad.

**Physical Recreation-** The primary purpose of Deas Hall is to provide instructional support for students in the Department of HESS, and to support activities of Intramural Athletics and Club Sports. Deas Hall is otherwise available to all students, faculty and staff.

More information can be found at: [www.citadel.edu/icra](http://www.citadel.edu/icra)

## **X. CADET ACTIVITIES AND ORGANIZATIONS**

Apart from the military and educational duties that cadets must participate in daily, extracurricular activities and organizations exist to suit the needs of every cadet. Although some of these organizations are reserved for upper-class cadets, others for those with high grade-point averages, and others for those with specific majors, there is a multitude of activities that the new cadet may participate in to diversify and enrich each cadet's experience at The Citadel.

### **MAJOR WEEKENDS**

**Parents' Day** is held in October. This weekend marks the end of the freshman Cadre Training Period. 4th Class cadets are promoted from "Recruit" to "Private" and accepted into the Corps of Cadets. Seniors, 1st Class Cadets, who are academically eligible receive their class rings. Parents' Day includes open barracks where family and friends can visit in cadet rooms, a performance by the Pipe Band, the Kelly Cup Finals, a Regimental Band concert, and a dress parade in honor of all cadet parents. Lunch is available for the cadets, their families and other guests followed by a Bulldog Football game.

**Homecoming**, held in late October or November, is a weekend when alumni return to The Citadel to renew old friendships and visit the campus of their alma mater. The honored class is that of the 50th Year Reunion among



others. Various events are scheduled throughout the weekend beginning on Friday with the Twilight Parade where the Corps of Cadets marches in silence to remember those alumni who have given the ultimate sacrifice for their country as the sun sets along the Ashley River. The next morning features open barracks, a performance by the Pipe Band and Summerall Guards followed by a dress parade in honor of all alumni and a Bulldog football game.

**Corps Day** , the birthday of the Corps of Cadets, is scheduled in March to celebrate the day in 1843 when the first cadets reported to The Citadel on Marion Square. The barracks are opened with a performance by the Pipe Band followed by the exchange of rifles from the old to the new Summerall Guards. The Corps Day Jeep Review tops the morning with the presentation of The Citadel Palmetto Medals. The 4th Class Recognition events are also part of this weekend which end with “the Knob System is no longer in effect.” Upperclassmen shake hands with the freshmen and share their first names. The Gold Star Journal, the college scholarly journal, and The Shako, the literary magazine, are distributed this weekend. Corps Day is the last major weekend prior to graduation.

**Commencement Week**, actually only 3.5 days, the period immediately after final exams and through Commencement Exercises includes the legendary “Star of the West – Best Drilled Cadet” competition; the Annual Awards Convocation; and the Baccalaureate Service.

On Friday the Long Gray Line Parade features the last review for the graduating seniors who cross the field and receive the Corps of Cadets as they pass-in-review. The Citadel President and First Lady host a Garden Party following the parade for graduates and their families. On Saturday the underclasses of cadets are released for summer furlough and the seniors return to campus for commencement exercises.

### **SUPPORT ACTIVITIES**

**Blood Drives** - The American Red Cross, in cooperation with the Department of Cadet Activities and the Regimental Human Affairs officer, works closely with the community in coordinating blood drives. These blood drives are held in Buyer Auditorium monthly during the academic year. Competitions for donating the most blood are held amongst the cadet companies and between cross town college rivals.

**The Citadel Fine Arts Program** - Since its inception in 1965, the Fine Arts Series provides the Corps with an introduction to cultural pursuits by presenting a wide variety of programs. Third- and fourth-class cadets are required to attend one event per semester in order to be academically proficient.

## **RELIGIOUS ACTIVITIES**

College years are exciting times of growth and challenge, when a young person's faith and religious heritage are examined in the light of new experiences and perspectives. While the college years are occasionally marked by a "crisis of faith," they frequently are also marked by a deepening commitment to life-long religious values. The Chaplain, who also serves as the Director of Religious Activities, is committed to assisting in that deepening commitment.

Working closely with the Chaplain of the Corps of Cadets are the Cadet Regimental Religious Officer and the Battalion Religious Officers. While attendance at all chapel or campus religious activities is optional, all cadets are encouraged to explore their faith as a part of the growing process of their development as leaders.

## THE CADET PRAYER

Almighty God, the source of light and strength, we implore Thy blessing on this our beloved institution, that it may continue true to its high purposes. Guide and strengthen those upon whom rests the authority of government; enlighten with wisdom those who teach and those who learn; and grant to all of us that through sound learning and firm leadership, we may prove ourselves worthy citizens of our country, devoted to truth, given to unselfish service, loyal to every obligation of life and above all to Thee.

Preserve us faithful to the ideals of The Citadel, sincere in fellowship, unswerving in duty, finding joy in purity, and confidence through a steadfast faith.

Grant to each one of us, in his (her) own life, a humble heart, a steadfast purpose, and a joyful hope, with a readiness to endure hardship and suffer if need be, that truth may prevail among us and that Thy will may be done on earth.

Through Jesus Christ, Our Lord. Amen.

(Composed for the Centennial  
by Bishop Albert S. Thomas, Ret.,  
First Honor Graduate, Class of 1892)

## **CADET CHOIRS**

The Catholic Choir, the Gospel Choir, the Protestant Choir, and the Cadet Chorale provide musical support to the on-campus Catholic and Protestant congregations and activities.

The groups are ambassadors for the college, singing in local churches, at civic functions, and occasionally on tours. They also participate in the widely acclaimed Christmas Candlelight Service. Choir directors and organists are on hand to provide professional training, direction, and musical accompaniment for these superb musical groups.

## **RELIGIOUS GROUPS**

The Director of Religious Activities is Rev. Joe Molina, Commander-MSD, Chaplain to the Corps of Cadets. There are three cadet Christian congregations which worship on campus, Protestant, Catholic, and Episcopal. Protestant Worship is on Sunday at 1000, Catholic Mass is Sunday at 0830, and Anglican-Episcopal Eucharist is on Monday 1830. In addition to Sunday services, various faith groups meet with a minister or advisor on Monday or Thursday evenings for instruction, meditation, and fellowship. Denominational Faith group meetings are held each Monday evening and Para-Church groups meet each Thursday evening for study, fellowship, and worship. While attendance at all chapel or campus religious activities is optional, all cadets are encouraged to explore their faith as a part of the growing process of their development as leaders. Please note that Mondays and Thursdays are designated for these religious activities and you are free to attend as part of your religious right (Free exercise of religion).

Campus Faith Groups include:

African Methodist Episcopal

Baptist Collegiate Ministry Catholic

Episcopal

Jewish Student Union

Latter-Day Saints

Lutheran Student Movement

Muslim Student Association

Orthodox Christian Fellowship

Presbyterian Student Association: (PCUSA)

Reformed University Fellowship:(PCA)

Wesley Foundation (United Methodist)

Para-Church Interdenominational Groups:

Campus Crusade for Christ

VALOR ROTC Ministry

Campus Outreach

Officer's Christian Fellowship

The Navigators

Fellowship of Christian Athletes

In addition to those listed, numerous churches, synagogues, and other houses of worship provide weekly opportunity for worship off campus. Contact the chapel office for more information (843-953-5049).

## **RELIGIOUS SERVICES**

Cadets are strongly encouraged to attend worship services on campus and also participate in one of the religious groups as a means of developing their moral and spiritual values as members of the Corps of Cadets.

Throughout the school year, there are weekly Catholic and Protestant services of worship on Sundays and an Episcopal worship service on Monday evenings. Hours of services are:

Sunday/0830 – Catholic Mass, Summerall Chapel

Sunday/1000 – Protestant Service, Summerall Chapel

Monday/1830 –Anglican-Episcopal Holy Eucharist, in Summerall Chapel

Jewish and Muslim worship services are provided weekly off campus for cadets of these faiths.

In addition to regularly scheduled worship, Summerall Chapel is open daily for prayer, rest, and meditation.

## **CADET CLUBS AND ORGANIZATIONS**

Numerous extracurricular clubs and organizations including those related to academics, religious and athletic activities, honor societies and military organizations, are available to cadets to provide an experiential learning component and to pursue leisure activities. For a complete listing, please contact or visit the Department of Cadet Activities in Mark Clark Hall, room 211.

## CADET PUBLICATIONS

***The Brigadier*** -- *The Brigadier*, the newspaper of the Corps of Cadets, reports on activities and events at The Citadel. Features, sports articles, editorials, and satire make this paper interesting not only to cadets but to parents and alumni as well.

***The Gold Star Journal - The Student Scholarly Journal of The Corps of Cadets and The Citadel Graduate College*** -- promotes academic excellence at The Citadel through the publication of cross-disciplinary, nonfiction papers. Selected works demonstrate effective writing, research skills, and critical thinking. Any student may submit nonfiction papers from any discipline to the journal and/or serve on the staff. The five to eight published works, which are selected by the staff, demonstrate quality writing and research. Since the first issue in 1997, the journal has been published for Corps Day distribution.

***The Guidon*** -- *The Guidon* is published annually as a source of information to fourth-class cadets.

***The Honor Manual*** -- *The Honor Manual* explains the Cadet Honor System, its policies, trial procedures, appeal procedures, and all details necessary for cadets to effectively abide by The Citadel's Honor Code.



***The Shako*** -- *The Shako*, the literary magazine of The Citadel, is published once a year by a cadet staff and has been hailed as one of the best magazines of its type in the state. All cadets may submit poems, stories, articles, works of art, and book reviews for publication.

***The Sphinx*** -- *The Sphinx*, the yearbook of The Citadel, is one of the major publications of the Corps of Cadets. *The Sphinx*, which gives a picture of the activities of the Corps, faculty and staff, is a lasting tribute to those who join the ranks of The Citadel's alumni.



## **XI. HONORS AND AWARDS**

Excellence is recognized at The Citadel. Industrious cadets who prove to be outstanding in any field or endeavor - military, academic, athletic, or cultural - will find that they are eligible for a number of awards and honors which are presented at various times of the year.

The awards listed below are only representative of the many honors cadets may obtain during their careers at The Citadel. In addition to the awards listed, academic departments have their own awards that recognize, outstanding achievement, performance and excellence in each specific field.

### **ACADEMIC HONORS AND AWARDS**

***Summa Cum Laude*** is awarded to those graduating cadets who have attained an overall grade point average between 3.9 and 4.0.

***Magna Cum Laude*** is awarded to those graduating cadets who have attained an overall grade point average between 3.7 and 3.89.

***Cum Laude*** is awarded to those graduating cadets who have attained an overall grade point average between 3.5 and 3.69.

**Departmental Honors and School Honors** are awarded on recommendation of deans or department heads to those members of the graduating class who have excelled in their major.

**Gold Stars** are awarded to those cadets on the Dean's List who have made a grade point average of 3.7 or higher for the work of a semester. Stars are worn on the collars of the full dress and dress uniforms and above the right shirt pocket of the summer leave uniform.

**The Dean's List** is recognition given to those cadets registered for twelve or more semester hours whose grade point average is 3.20 or higher, with no grade below C, for the previous semester's work. Medals are worn on uniforms the following semester.

**The President's List** is the most distinguished awards list on which a cadet can be placed. It indicates excellence in academics and military. The President's List is a combination of the Dean's List and the Commandant's Distinguished List.

**The Commandant's List** is composed of cadets who contribute the most to their companies and who have excellent military and academic records. These cadets are chosen by company commanders and TACs.

## **COMPANY AWARDS**

**The Board of Visitors Trophy-** Cadet companies compete annually for the "BOV" Trophy and it is awarded to the Commanding Officer of the company accumulating the most intramural points.

**The President's Cup** is awarded annually to the cadet company earning the highest overall score in the areas of academics, military bearing, physical effectiveness, freshman retention, Regimental Commander's Bowl,

and service learning. These combined criteria represent the school year prior to the award presentation which is given by the President of the College. It is the highest honor that can be won by a cadet company.

**The Charles P. Summerall Cup** is presented annually by the Provost of the College to the cadet company with the highest grade point average as calculated from all classes of cadets assigned for the fall and spring semesters of the previous school year. This is the top unit academic award and is one of the criteria for the President's Cup.

**The Commandant's Cup** is presented each year by the Commandant of Cadets to the company which earns the highest marks in the area of military bearing as determined by the Commandant. Points are earned in the fall and spring semesters of the previous school year. This is the top unit military award and is one of the criteria for the President's Cup.

**The Kelly Cup** is awarded to the best drilled freshman squad in the fall semester. All companies enter and compete through a series of preliminary stages. The top 4 companies perform during Parent's Weekend and the award is presented at the Parent's Day Review by the Regimental Commander.

**The Regimental Commander's Bowl** is awarded to the company earning top marks in during the Cadre Training Period. Points are based on freshmen performance in knob knowledge, squad competition, physical fitness test scores, and retention. The award is presented at the Parent's Day Review by the Regimental Commander.

**The Milton A. Pearlstine Award** is presented to the cadet company achieving the highest freshman grade point average for the previous fall and spring terms. It is presented by the Provost.

**The Murray D. Bonnoitt Award** is presented to the cadet company that achieves the highest freshman retention rate for the previous fall and spring terms. It is presented by the Commandant of Cadets.



## **XII. REQUIRED FOURTH-CLASS KNOWLEDGE**

Members of the fourth-class will be tested on the following definitions and Citadel information throughout the fourth-class year. The tracking log for recording proficiency falls after the index at the end of *The Guidon*. The required knowledge is:

### **DURING CHALLENGE WEEK:**

#### **What are The Citadel's Core Values?**

Sir/Ma'am, The Citadel's Core Values are Honor, Duty, and Respect.

#### **What is the mission of The Citadel?**

Sir/Ma'am, the mission of The Citadel is to educate and develop cadets to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment.

#### **What is the Cadet Creed?**

Sir/Ma'am, the Cadet Creed is as follows. "I will always endeavor to uphold the prestige, honor, and high esprit de corps of The Citadel and The South Carolina Corps of Cadets. Never shall I fail my comrades. I will always keep myself alert, physically tough, and morally straight, and I will shoulder more than my share of the task whatever it may be. Gallantly will I show the world that I am a well-trained cadet. My courtesy to superior officers, neatness of dress, and care of equipment shall



set the example for others to follow. And under no circumstances will I ever bring discredit to The Citadel and The South Carolina Corps of Cadets.”

### **What is The Citadel's Honor Code?**

Sir/Ma'am, The Citadel's Honor Code is a cadet does not lie, cheat, or steal, nor tolerate those who do.

### **What is The Citadel Alma Mater?\***

Sir/Ma'am, The Citadel's Alma Mater is as follows:

Oh, Citadel, we sing thy fame  
For all the world to hear,  
And in the paths our fathers showed us  
Follow without fear.  
Peace and Honor, God and Country,  
We will fight for thee.  
Oh, Citadel, we praise thee now  
And in Eternity.  
Oh, Citadel, though strife surrounds us,  
We will ever be  
Full conscious of the benefits  
That we derive from thee.  
Stand forever, yielding never  
To the tyrant's Hell  
We'll never cease our struggles for  
Our mighty Citadel.

\*Cadets stand at the position of attention when the alma mater is being sung.

**What is your Chain of Command?**

Sir/Ma'am, my Chain of Command is as follows:

Squad Corporal – \_\_\_\_\_

Squad Sergeant – \_\_\_\_\_

Platoon Sergeant – \_\_\_\_\_

Platoon Leader – \_\_\_\_\_

First Sergeant – \_\_\_\_\_

Executive Officer – \_\_\_\_\_

Company Commander – \_\_\_\_\_

Battalion Commander – \_\_\_\_\_

Regimental Commander – \_\_\_\_\_

Company TAC – \_\_\_\_\_

**THROUGHOUT THE REST OF CADRE PERIOD:****When was The Citadel established?**

Sir/Ma'am, The Citadel was established on 20 Dec 1842.

**When did The Citadel move to its current location?**

Sir/Ma'am, The Citadel moved to its current location on 21 Oct 1922.

## **What is The Citadel?**

Sir/Ma'am, The Citadel is an institution of higher learning to mold our minds, morals, and bodies so that we may be fit officers and better civilians of our country. More than that, however, it is a fortress of duty, a sentinel of responsibility, a bastion of antiquity, a towering bulwark of rigid discipline, instilling within us high ideals, honor, uprightness, loyalty, patriotism, obedience, initiative, leadership, professional knowledge, and pride in achievement.

## **Name the 8 battle streamers earned by Citadel cadets during the Civil War?**

Sir/Ma'am, the 8 battle streamers earned by Citadel cadets during the Civil War are as follows:

*Star of the West* – January 9, 1861

Wappoo Cut – November 1861

James Island – June 1862

Charleston and vicinity – July to October 1863

James Island – June 1864

Tulifinny – December 1864

James Island – December 1864 to February 1865

Williamston – May 1, 1865

## **What is the Phonetic Alphabet?**

Sir/Ma'am, the Phonetic Alphabet is as follows:

Alpha	Juliet	Sierra
Bravo	Kilo	Tango
Charlie	Lima	Uniform
Delta	Mike	Victor
Echo	November	Whiskey
Foxtrot	Oscar	X-ray
Golf	Papa	Yankee
Hotel	Quebec	Zulu
India	Romeo	

**What are The Citadel's Four Pillars of Leader Development?**

Sir/Ma'am, The Citadel's Four Pillars of Leader Development are Character, Academics, Military, and Fitness.

**REMAINDER OF 1ST SEMESTER:**

**Where is General Mark Clark buried?**

Sir/Ma'am, General Clark is buried between Mark Clark Hall and Summerall Chapel. He is the only person buried on the grounds of The Citadel.

## **Name the Presidents of The Citadel.**

Sir/Ma'am, the Presidents of The Citadel are as follows:

Captain William F. Graham, USA, 1843-1844

Major Richard W. Colcock, USA, 1844-1852

Major Francis W. Capers, SCM, 1852-1859

Major Peter F. Stevens, SCM, 1859-1861

Major James B. White, SCM, 1861-1865

Colonel John P. Thomas, CSA, Class of 1851, 1882-1885

Brigadier General George D. Johnson, CSA, 1885-1890

Colonel Asbury Coward, CSA, Class of 1854, 1890-1908

Colonel Oliver J. Bond, SCM, Class of 1886, 1908-1931

General Charles P. Summerall, USA, Ret. 1931-1953

General Mark W. Clark, USA, Ret. 1954-1965

General Hugh P. Harris, USA, Ret. 1965-1970

Major General James W. Duckett, SCM, Class of 1932, 1970-1974

Lieutenant General George M. Seignious II, USA, Ret., Class of 1942, 1974-1979

Vice Admiral James B. Stockdale, USN, Ret. 1979-1980

Major General James A. Grimsley, Jr., USA, Ret., Class of 1942, 1980-1989

Lieutenant General Claudius E. Watts III, USAF, Ret., Class of 1958, 1989-1996

Major General John S. Grinalds, USMC, Ret., 1997-2005

Lieutenant General John W. Rosa, USAF, Ret., Class of 1973, 2006-present

**What did John Stuart Mill say about war?**

Sir/Ma'am, John Stuart Mill's quote is as follows, "War is an ugly thing, but not the ugliest of things; the decayed and degraded state of moral and patriotic feelings which thinks that nothing is worth war is much worse. A man who has nothing for which he is willing to fight, nothing which is more important than his own personal safety, is a miserable creature and has no chance of being free unless made and kept so by the exertions of better men than himself."

**END OF 1ST SEMESTER THROUGH  
RECOGNITION DAY:****What does CTM stand for?**

Sir/Ma'am, CTM stands for Citadel Training Model.

**What are the five steps of CTM?**

Sir/Ma'am, the five steps of CTM are Expectations, Skills, Feedback, Consequences, and Growth.

**What is General Clark's honor quote?**

Sir/Ma'am, General Clark's quote is as follows, "Honor is the capacity to control the instinctive selfishness that lurks in all of us. It is the tough casehardened ability to put morality ahead of expediency, duty ahead of deviousness – and to do it instinctively and every time. Honor also means pride in excellence – of every kind; especially excellence of performance."

### **What is General Lee's duty quote?**

Sir/Ma'am, General Lee's quote is as follows, "Duty is the sublimest word in the English language. You should do your duty in all things. You can never do more. You should never wish to do less."

### **What is General Schofield's discipline quote?**

Sir/Ma'am, General Schofield's quote is as follows, "The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instructions and to give commands in such a manner and in such a tone of voice as to inspire in the soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due others cannot fail to inspire in them regard for himself; while he who feels, and hence manifests, disrespect towards others, especially his inferiors, cannot fail to inspire hatred against himself."



## **Where are the eight behaviors of principled leadership?**

Sir/Ma'am, the eight behaviors of principled leadership are:

- empowering others for action and decision-making,
- holding team members accountable for results,
- putting team members first,
- keeping a balanced view of one's own importance,
- staying authentic to one's real self,
- acting and speaking with courage,
- creating trust that permits others to make and learn from mistakes
- developing people and resources.

### **XIII. HOW TO SUCCEED AS A KNOB**

The fourthclass system is a key component of the “prepare” stage in The Citadel’s four year leader development model. It is more than merely a rite of passage. It is a purposeful program designed to teach followership, instill discipline, transition cadet recruits into the corps, and build self-awareness. The system makes deliberate use of artificial stress to accelerate the training process and you will find knob year to be challenging, demanding, and difficult. The Citadel, the staff and faculty, and your cadet chain of command are dedicated to your success and take seriously their individual and collective responsibilities to help you achieve your goals. This section of *The Guidon* helps you to better understand and place in context the objectives of the fourthclass system and provides practical advice and “how to” guides to help you negotiate some of the tasks that may be new experiences for you.

#### **Part I: The Objectives of the Fourthclass System**

The *Blue Book* lists the objectives of the fourthclass system as:

- To provide new cadets with an understanding of The Citadel’s core values of Honor, Duty, and Respect.
- To teach new cadets the regulations, customs and traditions of The Citadel.
- To remove wealth and former station as factors in the development of new cadets.

-To instill in new cadets a sense of humility and selfless subordination.

-To develop personal character and create a foundation for honorable and ethical decision-making.

-To instill new cadets with self-discipline.

-To physically challenge new cadets and establish a foundation of understanding the necessity of physical fitness for life.

-To instruct new cadets in time management.

-To prepare new cadets for academic achievement.

-To inculcate class cohesion in support of The Citadel Mission and the development of Principled Leaders.

These objectives are trained by a combination of specifically designed events as well as by the collective fourthclass experience. To help you better understand and prepare to accomplish these objectives, each objective is discussed in some detail:

### **To provide new cadets with an understanding of The Citadel's core values of Honor, Duty, and Respect.**

Values help establish a collective identity by embodying what the organization believes is important and providing a basis for the behavior of its members. Values set the parameters for decision-making, inform priorities, and serve as guides to action. Contemplated leadership decisions and actions that run counter to the organization's values are automatically rejected by definition.

At The Citadel, our core values are honor, duty, and respect. They are described in detail in *A Guide for the Cadet Leader Development Program* available at the website of the Krause Center for Leadership and Ethics <http://www.citadel.edu/root/krause-center-publications>. You will be formally instructed on The Citadel core values in a variety of forums including LDRS academic classes and the Leadership Training Program (LTP).

### **To teach new cadets the regulations, customs and traditions of The Citadel.**

“Regulations” are prescriptive in nature and are the rules established by the proper authority to govern how an organization or system operates. At The Citadel, the regulations come from the authority of the Commandant and are described in the *Blue Book*. Many of the procedures that support implementation of those regulations are in the *White Book*. Both documents are available at the website of the Office of the Commandant at <http://www.citadel.edu/root/cadet-regulations>. You will have dedicated periods of instruction about some of the specific regulations, but you are responsible for mastering their entirety by independent study.

“Customs” do not have the authoritative or prescriptive characteristics of regulations, but they do represent the usual way of acting in given circumstances in a particular society. A military society such as The Citadel has numerous “customs and courtesies” that contribute to good order and discipline as well as add interest, pleasure, and graciousness to life. As a knob you will participate in many customs such as remaining standing as a class to cheer on the team at football games.

“Traditions” are customary patterns of thought, action, or behavior held by an identifiable group of people that help connect one generation to another. They are usually passed by word of mouth rather than written instruction. The Citadel has its own collective traditions, and individual companies also have their own unit traditions. At The Citadel level, for example, there is a Thanksgiving tradition of a celebratory meal in the Mess Hall, and as knobs, you will contribute to that tradition by making hats for upperclass cadets. At the company level, many individual companies have unique mottos that are a part of their unit tradition.

Customs and traditions are subordinate to and can never conflict with regulations. Likewise, regulations are routinely reviewed by the Commandant to ensure consistency with Citadel values. Unfortunately, some cadets occasionally attempt to excuse or justify their deviations from Citadel values and regulations by misidentifying them as customs or traditions. As a knob, you may find yourself deliberately or accidentally placed in such situations. You should know that there are no customs or traditions at The Citadel that do not align with our values and regulations, and knobs, like all cadets, are responsible for using proper judgment in all circumstances. The knob response “Request better judgment, Sir or Ma’am” is a tactful way of signaling that you perceive a lack of alignment between an upperclassman’s instructions and your understanding of The Citadel’s values and regulations.

### **To remove wealth and former station as factors in the development of new cadets.**

Cadets at The Citadel operate in a standards-based environment in which natural and logical consequences are generated by performance. Rewards and punishments are governed by “rule of law,” rather than the fickle and capricious whim of an individual. There can be no appeal to favoritism or privilege in such a system. Additionally, the routine cadet life includes myriad tasks of varying degrees of tedium and fulfillment. All of them must be done in order for the organization to function as a whole and there is sufficient work that all cadets must do their share. No one is “too good” to pitch in and no task is “too menial” for anyone. Because Citadel cadets come from a variety of socio-economic backgrounds, not all have operated in such an egalitarian and communal environment. The austere initial knob haircut, the prohibition against cars for fourthclassmen, and the close quarters living arrangements are all contributors to this objective.

### **To instill in new cadets a sense of humility and selfless subordination.**

While The Citadel is in the business of developing leaders, it also recognizes that even leaders have someone that they report to, receive guidance from, and obey the orders of. The Citadel also recognizes that to be a good leader, you must be able to empathize with your subordinates. Therefore The Citadel’s leadership development model begins by teaching cadets how to

be good followers, and its fourthclass system helps cadets understand the sense of humility and selfless subordination that characterizes a good follower.

Like all followers, fourthclass cadets should strive in all ways to be “easy to lead.” This means respecting authority, complying with regulations and standards, giving maximum effort, being open and receptive to new ideas, and being active participants in the learning process. It also means putting aside one’s own opinion or preferences and willingly adopting the leader’s agenda and her decisions as if they were your own. Such an attitude may at first seem unnatural and cause conflicts with your previous habits. The fourthclass system is designed to disengage you from this self-centered attitude and begin you on a path of leadership as service to others.

**To develop personal character and create a foundation for honorable and ethical decision-making.**

Character is the complex of mental and ethical traits that mark and often individualize a person. The fourthclass system uses artificial stress to create the competing demands for time, energy, effort, and resources that help a knob become aware of and develop his or her character.

A major part of this development will come from learning to live by the letter and spirit of the Honor Code. You will be formally instructed on the Honor Code in a variety of forums including the Leadership

Training Program, and the Honor Manual is available at the website of the Krause Center for Leadership and Ethics <http://www.citadel.edu/root/krausecenter-honor-committee>.

Your development in ethical decision-making will be aided by LDRS 111: Freshman Ethical Fitness Seminar which uses Dr. Rushworth Kidder's *How Good People Make Tough Choices*. Dr. Kidder explains the difference between the "moral temptation" posed by a choice between "right and wrong" and the ethical dilemma posed by a "right versus right" situation.

During Challenge Week you will also be provided an orientation to the host of on- and off-campus religious activities available to all cadets. Additional information is available at the website of the Office of the Chaplaincy <http://www.citadel.edu/root/chapel>.

### **To instill new cadets with self-discipline.**

Self-discipline is the ability to regulate, manage, and hold accountable oneself throughout the process of achieving one's vision, values, and mission. In spite of all the attention they get from upperclass cadets, knobs remain responsible for developing in themselves the discipline necessary to succeed at The Citadel. The artificial stress of the fourthclass system is designed to accelerate this process, but it is not designed to sustain it. Throughout the course of the year, fourthclass cadets should rely progressively less on externally-motivated discipline and more on the internally motivated kind. They should develop the disciplined habits of duty,



prioritization, obedience, time management, problem-solving, decision-making, and consistency that achieve results. Only by this transition can they fulfill what author Pat Conroy (Citadel, 1967) calls the “immortal epigram” that “discipline is the training that makes punishment unnecessary.”

At the heart of self-discipline is the ability to subordinate an impulse to a value. As knobs embark on their Citadel experience, they are encouraged to follow Stephen Covey’s proscription to “begin with the end in mind” by writing a personal mission statement that focuses on what you want to be and what you want to do, and on the values or principles upon which being and doing are based. This mission statement then becomes the criterion by which you measure everything else in your life. Whenever you discover an inconsistency between your mission statement and your actions, it is self-discipline that restores alignment.

During your counseling sessions with your TAC, you will articulate your near-, mid-, and long-term goals. This exercise will help you decide where you want to go and a plan to get there. Self-discipline will help you follow that plan.

**To physically challenge new cadets and establish a foundation of understanding the necessity of physical fitness for life.**

All cadets participate in Regimental Physical Training (PT) every Monday and Thursday morning. These sessions vary but typically include a combination

of warm up exercises, movement drills, calisthenics, cardiovascular training, strength training running, and organized athletics. All cadets also take a Cadet Physical Fitness Test (CPFT) each semester consisting of push-ups, crunches, and a 1.5 mile run. Cadets must also comply with height and weight standards and take four Required Physical Education Program (RPED) courses.

All cadets can participate in NCAA, club, and intramural sports. Some intramurals are open to all cadets, some are exclusively for men, some are exclusively for women, some are co-ed, and some are exclusively for knobs. Intramurals promote both physical fitness as well as comradery.

In addition to these physical effectiveness pillar requirements and opportunities available to all cadets, knob year is especially physically challenging because of its rapid optempo and numerous duty requirements. You will be required to push your physical endurance beyond what you probably consider your present limits. This stress is intentional in order for you to realize your full potential and also develop resiliency. Each company has a Cadet Athletics Officer who is a resource to assist you with your development in the physical effectiveness pillar.

The *Blue Book* provides provisions for knobs to be ordered by authorized individuals, under authorized circumstances to perform a set of 30 push-ups during Fall Semester and a set of 40 push-ups in the Spring Semester. You will not be required, nor are you authorized to

partake in, any additional knob-specific physical training activities unless they have been submitted through the Company Commander to the TAC and approved by the Commandant.

### **To instruct new cadets in time management.**

Perhaps the greatest challenge you will face during knob year is learning how to manage your time. You will purposely be given more to do than you can leisurely or conveniently manage. You will be forced to become more efficient, to ruthlessly prioritize, to plan ahead, and to push yourself to go faster and do more. Prepare yourself.

There are several schedules posted on-line to help you understand your time obligations. The Academic Calendar is available at <http://www.citadel.edu/root/aa-calendar>. This calendar notes such information as when semesters begin and end, holidays and furlough periods, the last day to drop classes, and exam periods. An annual calendar that includes Commandant Department events such as open and closed weekends, football games, parades, and inspections is available at <http://www.citadel.edu/root/operations-and-training/training-schedules>. Each of your classes will also have a syllabus that identifies key dates such as when papers or projects are due, major assignments, and tests and quizzes. It is a good idea to transfer key dates from these individual sources into one master calendar or planner so that you can see the big picture.

Routine cadet life is organized according to the “24 hour schedule.” This document is available at the website of the Office of the Commandant <http://155.225.198.23/root/24-hour-schedule>. It is where you go to find the recurring events such as formations, ESP, and MRI that will become your regular “battle rhythm.” More specific weekly schedules are available at <http://www.citadel.edu/root/operations-and-training/training-schedules>. Check these at least one week in advance to find specific information about things like that week’s LTP, a CPFT, or a special requirement such as a rifle draw or turn-in. Key events from these sources should also be transferred to your master calendar or planner.

While The Citadel experience will place many demands on your time, you also have other obligations such as to your family and your friends. Do not forget about the anniversaries, birthdays, and other significant events in the lives of those who are important people in your life. Add them to your master calendar or planner. You may not be able to participate in person in some of those events, but you will be able to mark them in other ways, even if only by a card, text, or phone call.

Having all your obligations on one document allows you to synchronize your scheduling. You will no doubt find some weeks or days busier than others, and you will have to plan ahead to accommodate them. You will also find some periods that are less busy and you will have to use them to absorb some of the spillover from the busier times.

As previously noted, it is always helpful to “begin with the end in mind.” In terms of time management, this is accomplished by the “backwards planning” technique. Begin with the date an event occurs and then work backwards to the present date to assign target completion dates for every interim step. So if a paper is due on a certain date, write that down on your calendar and then work backward to assign dates for when you want to have a friend proofread your final draft, complete the bibliography, write your introductory paragraph, go to the library to do your research, write your thesis, meet with your professor to discuss your topic selection, etc. Backwards planning also incorporates the technique of breaking a big task up into manageable pieces that will also help you accomplish complex tasks that at first may appear overwhelming.

You will seldom be given large swaths of time to focus on a single activity. Instead you will have to learn to master Kipling’s challenge to “fill the unforgiving minute with sixty seconds worth of distance run.” Maintain a mental inventory of small tasks that can fill short increments of time. Shining shoes, preparing your uniform for the next day, reading a few pages of your textbook, and going for a short run are all examples of how you can productively fill a few random minutes that might otherwise be lost.

Maintain a written “to do” list for more pressing obligations. Some researchers claim that simply writing something down increases your chances of actually accomplishing it by almost a third. Post the list on your desk or somewhere where you will continually see it and check off the items you accomplish. Avoid the

temptation, though, of focusing on the easiest or most enjoyable tasks. Discipline yourself to prioritize based on importance.

Do not forget to consciously program sufficient time for sleep. The amount of sleep required varies among individuals, but most college students report being sleep deprived, and sleep deprivation negatively affects academic, mental, physical, and emotional performance. Sufficient, uninterrupted, quality sleep each night is not a luxury or weakness. It is a physical requirement and a performance-enhancer. You will not get all the sleep you want as a knob, but you must get all the sleep you need. You should not organize your time in a way that routinely prevents you from getting at least six hours of sleep each night.

### **To prepare new cadets for academic achievement.**

Knobs are presented with a host of urgent military pillar duties. It may be tempting to concentrate on these matters of immediate consequence at the expense of longer-term academic goals. Do not fall victim to this short-sightedness. The military pillar is designed to complement, not compete with, the academic pillar. The skills that contribute to success in the military pillar such as attention to detail, strong work ethic, and procedural compliance are directly transferrable to academic success. Maintain a proper balance between military and academic responsibilities. Both duties must be accomplished, and you will have to make conscious decisions about how

to allocate the resources you have available, especially time. As you develop this capability, always reminder that academic success is non-negotiable.

You obviously were a successful high school student or else you would not be here. However, you should understand that college is different from high school and what made you successful in high school might not be sufficient in college. Generally speaking, in high school you were regularly told what to do and corrected if your behavior did not conform to those instructions. In college you, will be expected to take much more individual responsibility for your actions and you will experience more serious consequences. The Altshuler Learning Enhancement Center at Southern Methodist University has developed a detailed comparison of high school and college that may help you better understand the transition. It is available at <http://www.smu.edu/Provost/ALEC/NeatStuffforNewStudents/HowIsCollegeDifferentfromHighSchool>. In spite of college's additional emphasis on student responsibility, The Citadel prides itself on making available all the resources you will need to be academically successful.

Evening Study Period (ESP) begins at 1950 each school night and is a time designated to provide conditions conducive to studying. Quiet is maintained, no meetings or other duties are scheduled, and no upperclass other than those involved in academic tutoring will visit your room. You are required to be in your room, the library, or another approved study area during ESP. While The Citadel can create these conditions to help you, it is up to you to use them effectively. As the name states, ESP

is a study period. It is not a shine period, social period, or slack off period. It is OK to study for 50 minutes, take a ten minute study break to prepare your uniform for the next day or call home, and then get back to studying, but if you do not discipline yourself to use ESP for its intended purpose, you will probably soon fall behind.

You have a wide academic support network available to you. Each company has a Cadet Academic Officer who will monitor your academic progress and can connect you with additional resources. He or she should be your first stop at the first sign of academic difficulty. Do not wait until the situation worsens. Your Academic Officer can answer many of your questions about the academic pillar, but he or she can also refer you to other resources. Each company and battalion maintains a list of cadet tutors who are available to you. There are also cadets who have the same major as you in your company who will be willing to help you less formally. You will have to maintain the appropriate military bearing, but the fourthclass system will not stand in your way when receiving academic help from an upperclassman.

The Cadet Academic Officer works closely with a Faculty Company Academic Advisor who is another resource for general academic pillar support, but who should not be confused with the Academic Advisor within the department of your academic major to advise you specifically on your academic program. Even more specifically, each of your professors maintains “office hours” in which he or she is available for walk-in assistance. You can also make specific appointments to see your professor outside of established office hours.



The Academic Support Center, Library, Career Center, and Public Speaking Lab also are excellent resources for specific academic needs, and their services are described elsewhere in *The Guidon*. The main thing for you to remember is that there is a healthy support network available to assist you. You do not necessarily need to know the details of each resource yourself. If you go to your Cadet Academic Officer or TAC and describe your situation, he or she can quickly point you to the appropriate resource. Your responsibility is to take that first step.

**To inculcate class cohesion in support of The Citadel Mission and the development of Principled Leaders.**

There is an old adage that “No one makes it through The Citadel alone.” Your classmates are your teammates and together you will motivate, encourage, assist, and support each other. You will balance out each other’s strengths and weaknesses, and work together to succeed. You will discover the “law of the niche” and with it that everyone can contribute. You will also discover the “law of the weakest link” and with it that the team has a vested interest in helping each of its members. Inevitably there will be those among you who have difficulty keeping pace. In those cases, “insulate, don’t isolate.” Treat that team member with dignity. Help him develop. Help her find her niche. Follow Max Ehrmann’s advice not to compare yourself with others, “for always there will be greater and lesser persons than yourself.” Square yourself away so you can lead by example and then look

around you and find someone to help. Certainly the time will come soon when the roles will be reversed.

## Part II: Practical Advice

1. You are no longer a civilian. Certain answers such as “yeah” and “ok” will no longer be part of your vocabulary. The five “knob answers” are, “Yes, sir/ma’am,” “No, sir/ma’am,” “No excuse, sir/ma’am,” “Request better judgement, sir/ma’am,” and “Request permission to make a statement, sir/ma’am.” In all communication, you must refer to an upper-class cadet as “Mister . . .” or “Ms . . .”

2. When you receive an order, carry it out to the best of your ability. Arguments are never appropriate. You are expected to obey any **legal order** by an upper-class cadet.

3. Maintain proper posture and take pride in your appearance and bearing. If you should forget to stand erect, you will soon be reminded. Remember, you not only represent yourself, but also your company and the Corps.

4. The life of a cadet is far removed from your former way of living. A “lone wolf” will find it difficult to survive within the Corps. Your classmates are your only companions, since fraternization with upper-class cadets is prohibited. Start off right by getting acquainted with your classmates. However, never be afraid to ask an upper-class cadet a question; request permission first and you will find them ready and willing to assist you. When you are allowed to leave campus, it is best to go in

a group so that no one will feel left out. Your classmates will be your friends for life.

5. You should always hold the highest esteem for the cadet uniform. For many years it has commanded recognition and respect. Never injure that respect by acting in a manner that will reflect discredit upon you, the uniform, or The Citadel. Such actions would constitute a serious infraction of regulations and would dishonor the traditions of The Citadel.

### **Part III: How To...**

During knob year you will be confronted with the need to master many new tasks. You will no doubt develop your own techniques based on what works best for you, but the following are proven means of accomplishing these tasks to help get you started.

#### **How to shine shoes**

1. Gather the following items:

- Can of shoe polish

- Horsehair shoe shining brush

- Shoe polish applicator brush

- Cotton balls

- Toothbrush

- Soft rag

2. Use the soft rag or brush to wipe off any dust or dirt on the shoes.

3. Use the applicator brush to apply a rough coat of polish to the shoes and use the shining brush to work the polish in until a smooth base coat is established.

4. Put a small amount of water in the top of the shoe polish can and moisten your cotton ball or clean cloth with the water, wringing out the excess. Swipe the cotton ball across the shoe polish to gather a small amount of polish. Apply that polish to the shoes using small circles and focusing on the toes and heels.

5. Repeat Step 4 until a satisfactory shine is obtained. This will take quite a while the first time, but is much easier to maintain once a good base is established.

6. Swipe the toothbrush across the shoe polish and then use it to blacken the edges of the soles.

### **How to remove laquer**

1. Fill a soap dish with enough Cutex to cover the belt buckle

2. Close soap dish

3. Let soak for 12 to 24 hours

4. Remove the buckle, place it on a wash cloth or towel on top of the desk, then use “elbow grease” with a cotton cloth and Brasso to complete the process

5. NOTE: Any procedure that involves an open flame is prohibited by the *Blue Book*.

## **How to Adjust Butt Box and Waist Plate Webbing**

1. Stand with your arms fully extended outward, measure fingertip to fingertip and cut two pieces of webbing to that length.

2. Cut off the corners at the webbing ends, forming a point. Apply masking tape to the cut webbing to prevent fraying.

3. Feed the webbing under the leather strap in the back of the butt box and through the brass buckles. Going through the bottom slot first, and back through the top slot. Leave excess under the leather strap.

4. The webbing crosses in front at sternum level and the butt box sits at belt height in the lower back.

5. Adjust length to fit, cut off excess webbing and reapply masking tape to ends.

6. The waist plate is put on after the butt box. It is worn so that the webbing sits on top of the butt box in the lower back. It should be snug enough so that it does not sag, but not so tight that it bunches up the uniform.

7. Wrap webbing around waist to measure and add approximately eight additional inches.

8. Cut the webbing and masking tape the ends. Feed through the waist plate. Take the end of the webbing and go through the bottom outermost slot on the brass, then go through the innermost slot through the top. Next, put in through the bottom of the middle slot, and back down through the outermost slot.

9. Adjust length to fit, cut off excess and cover with masking tape.

10. Place chest plate where the webbing crosses at your sternum. It should be oriented so that the chest plate short end is high towards your right shoulder.

### **Common Cadet Words**

**Blue Book:** The book containing the cadet regulations

**BT (Battalion Transfer):** A reassignment to another battalion, usually for disciplinary reasons

**CAS (Cadet Accountability System):** A web-based platform used to manage many cadet administrative actions

**Con (confinement):** An hour long punishment period served in a specified location

**Corps squad:** Cadet athletes participating in NCAA sports

**CTM (Citadel Training Model):** A five step process designed to achieve results and develop people

**Division:** A floor or level of the barracks

**ERW (Explanation Required in Writing):** The cadet's opportunity to respond to an accusation of a regulations violation

**ESP (Evening Study Period):** A designated period of conditions conducive to studying held every school night

**Furlough:** A period of leave for the entire corps

**Junior Sword Arch:** A Citadel drill team comprised of selected juniors

**Knob:** A freshman cadet

**Letter:** The designation of each cadet company painted on the stairwell and worn on the uniform

**LTP (Leadership Training Program):** An hour long period held most Tuesdays in which leader development training is conducted

**MRI (Morning Room Inspection):** A period each school day in which rooms must be arranged as described in the regulations

**Night OC (Officer in Charge):** The staff member on duty to monitor the barracks overnight

**Old Corps:** The mythical Citadel glory days of which each alumnus considers his or her class to be the last member

**Parade deck/field:** Summerall Field

**Pull:** To write a Performance Report for a regulations violation

**PR (Performance Report):** The cadet form on which reports of suspected regulations violations are made

**PT (Physical Training):** Periods of organized physical exercise held twice a week

**Quad (Quadrangle):** The ground level space within barracks where formations are held

**Rack:** A cadet bed

**Sally port:** The arched passageway that provides an entry to the barracks

**SMI (Saturday Morning Inspection):** A period on designated Saturdays in which rooms must be arranged as described in the regulations

**Special orders:** Orders assigning a cadet certain duties and relieving him or her from others

**Spike:** The Citadel mascot

**Summerall Guards:** A Citadel drill team comprised of selected seniors

**TAC (Teach, Advise, Coach):** A former military officer or NCO assigned to cadet companies and battalions

**Tour:** An hour long punishment period served marching on the quad

**White Book:** The book describing the organizations, functions, and standard operating procedures of the corps

**White Slip:** A Performance Report



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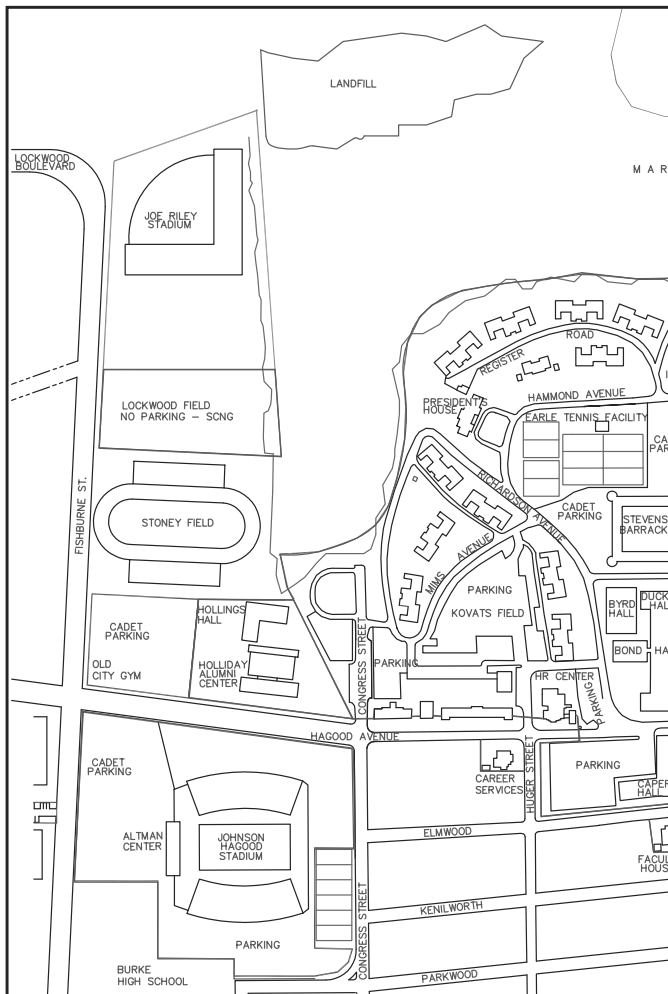
## XV. FOURTH CLASS KNOWLEDGE TRACKING LOG

	Trained	Initially tested	Successfully demonstrated	Sustained proficiency	Sustained proficiency	Sustained proficiency
Citadel Core Values						
Mission of The Citadel						
Cadet Creed						
Honor Code						
Alma Mater						
Chain of Command						
Date Citadel was established						
Date Citadel moved to current location						
What is The Citadel						
Battle Streamers						
Phonetic Alphabet						
Citadel's Four Pillars						

	Trained	Initially tested	Successfully demonstrated	Sustained proficiency	Sustained proficiency	Sustained proficiency
Where is Gen Clark buried						
Citadel Presidents						
Mill's quote on war						
What does CTM stand for						
5 steps of CTM						
Gen Clark's Honor Quote						
Gen Lee's Duty Quote						
Gen Schofield's Discipline Quote						
8 behaviors of principled leadership						









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